



WAUKESHA COUNTY DEPARTMENT OF PUBLIC WORKS **STRATEGIC PLAN** 2013-2016

The Department of Public Works Strategic Plan was established to guide the work of the organization toward achieving its overall Departmental goals.



"The Waukesha County Department of Public Works strives to provide quality infrastructure and services that meet or exceed the needs of our customers."

Allison Bussler, Director of Public Works

ACKNOWLEDGMENTS

A special thanks to the following DPW staff that participated in the Strategic Planning Committee:

Allison Bussler—Director of Public Works
Elizabeth Beres—Account Clerk I
Steve Brasch—Senior Civil Engineering Technician
Marcie Cater—Departmental Secretary
Dennis Cerreta—Architectural Services Manager
Pete Chladil—Highway Operations Manager
Tony Di Frances—Administrative Associate
Gary Evans—Engineering Services Manager
Jim Elsbury—Facilities Supervisor
Betsy Forrest—Business Manager
Neil Fjerstad—Patrol Superintendent
Kris Gresser—Maintenance Mechanic III
Dave Heil—Patrol Superintendent
Jack Nissen—Patrol Worker
Michael Payne—Maintenance Mechanic III
Amanda Pronschinske—Departmental Secretary
Javier Ramos—Facilities Supervisor
Robert Rauchle—Fleet Maintenance Manager
Rick Slater—Patrol Worker
Kurt Stanich—Airport Manager
Shane Waeghe—Facilities Manager
Jon Weinkauff—Mechanic
Mike Wells—Architectural Engineering Technician

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TRANSMITTAL LETTER

January 20, 2017

Waukesha County Executive Paul Farrow
Waukesha County Board
Citizens of Waukesha County

We are pleased to be able to present to you the updated Waukesha County Department of Public Works (DPW) 2012-2016 Strategic Plan. The plan was developed by DPW staff and incorporated feedback we received from outside focus groups.

Governments face many challenges today due to decreasing resources and increasing demand for officials that are willing to make investments today that the citizens will reap the benefits of for years to come, investments in new technology that will make us more efficient and changes in employee rules and expenses as a result of Act 10 passed by the Wisconsin legislature. This strategic plan aims to take into consideration the ever-changing environment and build upon our strengths.

The DPW strategic plan is based and modeled after the countywide strategic plan, which has identified seven core goals: 1) a safe county, 2) an economically vibrant county, 3) an environmentally responsible county, 4) a well-planned county, 5) a county that assists at-risk citizens, 6) a county that provides customers with quality programs and services and 7) cost effective services delivered with competence and skill.

We plan to use our strategic plan to improve our organization, shape our annual budget and set individual employee performance goals. This plan will provide the roadmap for DPW's future success while working within the framework of the County's vision and core values.

I would like to sincerely thank our staff, other departments, and the business and community leaders that helped us create this plan.

We hope that you find our plan furthers the DPW's purpose of ***'Providing the foundations of success for the citizens and businesses of Waukesha County by constructing and maintaining quality transportation and building infrastructure.'***

If you have any questions regarding our strategic plan, please feel free to contact me at 262-548-7740.

Allison Bussler, Director
Waukesha County Department of Public Works

EXECUTIVE SUMMARY

In 2011, the Waukesha County Department of Public Works (DPW) management team concluded that the department's strategic plan was significantly out of date and was not being used as an effective tool to guide us toward achieving our goals. In fall of 2011, the department created a strategic planning committee and embarked on rewriting the DPW strategic plan. The Strategic planning committee had 21 members and was comprised of the Department Director, all seven division managers, and a cross-section of supervisors and frontline staff.

A strategic plan guides the work of the organization toward achieving its goals. Our plan was developed through extensive research (called an environmental scan) about the government and economic trends that are influencing our work now, or may be affecting us in the future, as well as feedback from DPW employees, vendors, businesses and other government officials that we work with on a regular basis. From this information, we determined our strengths and weaknesses, as well as the opportunities and threats (referred to as a SWOT) we expect to face in the next few years. The objectives and actions defined in the plan are designed to proactively address all of those issues so that we can continue to perform at a very high level, despite any challenges that we may face in the next few years.

We started with incorporating the DPW's Statement of Purpose with Waukesha County's overarching Strategic Outcomes. DPW Statement of Purpose: Provide the foundations of success for the citizens and businesses of Waukesha County by constructing and maintaining quality transportation and building infrastructure. We incorporated our purpose with the seven Waukesha County outcomes listed below:

- A safe County
- An economically vibrant County
- An environmentally responsible County
- A well-planned County
- A County that assists at-risk citizens
- A County that provides customers with quality programs and services
- Cost-effective services delivered with competence and skill

Three goals the Department wanted to achieve through the strategic planning efforts were:

- 1) To more easily allocate resources toward initiatives that are contributing most toward strategic goals.
- 2) To provide a clear view of individual employees' roles and how they contribute to organizational goals.
- 3) Departmental goals will be incorporated into individual's annual goals and performance reviews to better correlate employee performance with strategic outcomes.

After establishing the department vision and goals for strategic planning, the committee gathered information for our environmental scan. The environmental scan included data from the 2010 census, a Strength, Weakness, Threat, Opportunity (SWOT) analysis economic factors, legislative and regulatory factors, information on our workforce obtained from the county's human resource division and trends or estimates on future expenses and revenue sources. Two areas the department spent considerable effort gathering information for the scan were a series of outside focus groups and an employee questionnaire.

FOCUS GROUPS

DPW hosted four focus groups including:

- 1) A vendor group (made up of businesses that DPW regularly does business with)
- 2) A business group (made up of businesses greatly affected by our services)
- 3) County government group (made up of county employees and elected officials)
- 4) A government and utility group

The participants were asked to complete a questionnaire, (similar to the one offered to our employees), prior to meeting as a group and then discussed the questionnaire and other topics more in depth at a meeting.

The feedback received from the focus groups indicated the DPW has a very positive image with our stakeholders, in that: DPW staff and employees are very good – top to bottom. We do a great job with road maintenance and safety, we have a business attitude towards our services, our buildings are properly designed and maintained, we have generally good to excellent customer service and we use technology well. An area of improvement includes improving our communications and public perception, and do better with intradepartmental, interdepartmental and intergovernmental services.

The groups also clearly indicated by far, that our most important function is Highway maintenance and safety. They also identified a need for better cross training, and the development of a succession plan.



EMPLOYEE SURVEY

An employee survey, consisting of 20 questions, was completed in mid-January 2012. 128 surveys were handed out; 126 surveys were completed and returned for a 98.4% response rate. Individual results were combined, tabulated and audited to assure accuracy for analysis.

Our employees believe we have a strong customer service focus and high employee competence and knowledge as our strengths. They listed poor communication skills within our department and between divisions and lack of employee recognition as our weaknesses.

The top opportunities that our employees listed were reviewing staffing structures, additional education and training and more cross training opportunities. The top threat listed by employees was not keeping up with technology and equipment.



WAUKESHA COUNTY

MISSION STATEMENT

"The mission of Waukesha County government is to promote the health, safety and quality of life of citizens while fostering an economically vibrant community. We are committed to delivering effective, high-quality programs and services in a courteous and fiscally prudent manner."



DEPARTMENT OF PUBLIC WORKS

STATEMENT OF PURPOSE

"Provide the foundations of success for the citizens and businesses of Waukesha County by constructing and maintaining quality transportation and building infrastructure."



DEPARTMENT OF PUBLIC WORKS

SITUATION ANALYSIS

Our strategic plan was developed through extensive research about the government and economic trends that are impacting our work now and in the future. Through focus groups and surveys, we received feedback from DPW employees, vendors, businesses and other government officials. The feedback received supported our Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. This information was used to develop our Departmental Objectives. The objectives and actions defined in the plan are designed to proactively address both opportunities and challenges that lie ahead of us.

STRENGTHS

- 1) Well-maintained transportation and buildings systems ensure safety and enable commerce
- 2) Customer service focus of staff exceeds constituents' expectations
- 3) Employee competence and knowledge ensure efficient use of resources
- 4) Low employee turnover reflects a stable, satisfied and positive work environment
- 5) We embrace innovative technology and best practices to provide effective services

WEAKNESSES

- 1) Aging workforce without a succession plan for key positions
- 2) High rate/exposure of worker's compensation within Highway Operations is a safety and cost concern
- 3) Inconsistent communication among DPW staff reduces productivity and increases frustration
- 4) Lack of access to email and intranet for certain Division employees inhibits communication
- 5) Administrative staffing has not kept pace with department growth and mission

OPPORTUNITIES

- 1) Potential to generate additional revenue by offering services and expertise to government entities
- 2) Changes in the state law governing workforce rules allows for increased flexibility and efficiency
- 3) Willingness to review and improve organizational structure can result in more efficient and high-quality services
- 4) Emerging technology provides potential efficiencies in workflow and staffing

THREATS

- 1) Lack of technical support and growing technological needs create risk of failure in productivity and data
- 2) Declining traditional revenue streams due to poor economy may lead to potential service reductions and privatization
- 3) Unfunded State and Federal mandates creates increased costs
- 4) Public expectations for a growing level of service and declining taxes may cause dissatisfaction with DPW

DEPARTMENTAL OBJECTIVES

- 1) Provide a Safe and Well Maintained Transportation network.
- 2) Develop fiscal procedures that promote revenue generation, operational cost efficiency, and financial stability.
- 3) To implement environmentally sustainable policies and procedures that are fiscally responsible and improves the quality of life.
- 4) Deliver clear, timely and coordinated information within and across divisions and departments to improve productivity and employee engagement.
- 5) Enhance departmental customer service by providing all employees with appropriate tools, training and accountability.
- 6) Enhance the department's capabilities to deliver quality service by providing timely and appropriate training for employees.
- 7) Develop and implement a succession plan to ensure continuity of service as vacant positions within DPW occur.
- 8) Improve employee wellness as a means of reducing sick time, while also improving productivity and quality of life for employees.
- 9) Reduce workers compensation claims through improved safety awareness, training and accountability in order to decrease costs, as well as increase revenue generation and employee productivity.
- 10) Develop a system that promotes productivity and provides incentives to the most motivated DPW employees. This includes a pay for performance and recognition system.
- 11) Develop subject matter experts (SMEs) to provide "first response" in-house support for specialized technology.
- 12) Implement Asset Management system.

STRATEGIC OBJECTIVE #1: Provide a Safe and Well-Maintained Transportation Network.

OWNER: Engineering Services
Manager

STRATEGIC OUTCOME: A Safe County

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Develop Highway Capital Plan based on need.	Capital Plan developed	Engineering Staff & Highway Operations Management	Ongoing	Annually (May)	Plan developed each year	
Develop a system to measure snowplow performance.	Timing & effectiveness of snow plow routes.	Highway Operations & Supervisors	August 2012	NA	Decrease amount of time spent on snow plow routes	
Respond to roadway disrepair issues.	Response time.	Engineering & Highway Operations	Ongoing	Annually (December)	<1 hr for hazardous issues; within 24-48 hrs for other issues	
Develop a Pavement Management Plan.	Annual Inspection	Engineering	Ongoing	Annually (December)	PCI>70	✓
Develop an Annual Bridge Maintenance Plan.	Bridge Inspection [Bridge Sufficiency (BS) Rating]	Engineering & Highway Operations Managers	Ongoing	Biannual Inspection	BS Rating >80	

ADDITIONAL OBJECTIVE MEASURES

- Average Segmental Crash rate less than 160 crashes (rural) and 286 crashes (urban) per 100 million vehicle miles travelled.
- Average intersection crash Rate less than 1.5 crashes per million vehicles entering

STRATEGIC OBJECTIVE #2: Develop fiscal procedures that promote revenue generation, operational cost efficiency, and financial stability.

OWNER: Business Manager

STRATEGIC OUTCOME: A financially responsible County

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Review changes in State law governing workforce rules to promote flexibility and efficiency.	Develop policies for earning Overtime & Comp Time	All Division Managers & Staff eligible to receive overtime	June 2012		Create new policies as a result of WI Budget Repair Bill (Act 10)	✓
Reduce Overtime & Comp Time hours earned utilizing changes that resulted from the 2011 Wisconsin Budget Repair Bill (Act 10).	Payroll System data	All Division Manager & Staff eligible to receive overtime	Ongoing	Annually	Reduction in Overtime & Comp Time hours	
Earn 100% or more of eligible State Routine Maintenance (RMA) & Traffic Maintenance (TMA) revenues.	% of eligible funding earned (monthly reporting to the State)	Highway Operations Manager	Ongoing	Monthly & Annually	100% of Eligible funding earned	
Annually review & develop fees charged for services to ensure rate is covering full cost of provided service.	% revenue recovery of service expense (data provided by Division Managers)	Division Managers of any Division charging services & Business Manager	Ongoing	Annually	100% revenue recovery of service expense	✓
Review alternative revenue sources that utilize excess County resources.	Annual revenue budget & data provided by Division Managers	Division Managers of any Division charging services & Business Manager	Ongoing	Annually	Increased annual revenues & recover 100% excess fixed expenses	✓
Research State & Federal Programs to obtain grants or other funding that offset losses in State revenue streams/aid.	Data from annual revenue budget	Director, Business Manager & All Division Managers	Ongoing	Annually	Obtain alternative funding to offset losses in State revenue streams/aid	✓
Monitor legislation and provide notice of any reductions in revenue sources.	Tracking major funding sources to prior year (GTA, State Hwy Maintenance, Federal Transportation & Airport Funding)	Director	Ongoing	Annually	Anticipate reductions in revenue sources to plan ahead	✓



DEPARTMENT OF PUBLIC WORKS STRATEGIC PLAN

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Evaluate traditional equipment purchases against either leasing; join use with private sector or other departments; or	Cost/benefit or ROI of lease versus purchase	Central Fleet, Facilities & Highway Operations Managers	Ongoing	Annually	Positive ROI	✓
Evaluate the cost effectiveness of Department provided services without reducing the level of service.	% of cost reduction	All Division Managers	Ongoing	Annually	10% reduction of cost	✓

STRATEGIC OBJECTIVE #3: To implement environmentally sustainable policies and procedures that are fiscally responsible and improve the quality of life.

OWNER: Facilities Manager

STRATEGIC OUTCOME: An environmentally responsible County

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Develop policies and procedures that utilize the LEED design system to incorporate environmentally sustainable principles into the design, construction, and renovation of County facilities.	LEED design scores	Facilities Manager	July 2013	Single Report	LEED design scores that exceed the State of WI minimum energy requirements	✓
Continue to research opportunities for new sustainability measures including possible funding sources. Develop ROI's and implement projects through the budget process.	Research & Benchmarking	Hwy Operations & Facilities Managers	Ongoing	Annually	Use research to obtain new funding sources for sustainability projects	✓
Develop sustainable policies and procedures to support and enforce sustainable occupancy practices in County facilities such as the restriction of personal heaters and appliances.	Visual Facilities building inspections	Facilities Manager	January 2013	Single Report	Complete building inspections each year	✓
Monitor and report on the Key Outcome Indicators of selected sustainability initiatives.	Utility Trac Plus data	Hwy Operations & Facilities Managers	Ongoing	Annually	Track progress of selected sustainability initiatives	
Continue to monitor and benchmark water and utility consumption at County facilities. Evaluate data and initiate projects to increase operational efficiencies.	Utility Trac plus data	Facilities Manager	Ongoing	Annually	Use water & utility consumption data to determine project priorities	✓



DEPARTMENT OF PUBLIC WORKS STRATEGIC PLAN

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Develop fiscally responsible policies and procedures to guide the purchase of green, sustainable products to be used in all operations, maintenance and housekeeping activities.	Language incorporated through the purchasing processes	Business Manager & Fleet Manager	Ongoing	Complete	Increase in quantity of green, sustainable products used in all operations,	✓
Initiate multi-year project to re-commission the HVAC systems in major County facilities.	Amount of HVAC systems in major County facilities re-commissioned	Facilities Manager	Ongoing	Annually	Re-commission one major facility each year	✓
Continue to increase the use of recycled material used in road building.	Amount of recycled material used in road building projects	Engineering Services Manager	Ongoing	Annually	Increased use of recycled materials used in road building projects	✓
Encourage County employees to actively contribute to supporting copy paper reduction.	Amount of paper used	PLU Recycling Coordinator	Ongoing	Annually	Reduction in quantity of copy paper used	✓
Encourage County employees to actively contribute to support recycling.	Amount of dumpster pickups	PLU Recycling Coordinator	Ongoing	Annually	Reduction in quantity of dumpster pickups	✓
Encourage County employees to actively support cafeteria disposable serving ware waste reduction.	Amount of disposable serving ware used	PLU Recycling Coordinator	January 2015	Annually	Reduction in quantity of disposable serving ware used	✓
Encourage County employees to actively contribute to support utility consumption reduction.	Amount of utilities consumed by County	PLU Recycling Coordinator/ Facilities Manager	Ongoing	Annually	Reduction in utility consumption per square foot for Gas, Electric & Water	
Utilize technologies to enhance anti-icing procedures and equipment, which reduces salt usage.	Amount of salt & water used for deicing	Hwy Operations Manager	Ongoing	Annually (July)	Reduction in quantity of salt & water used for deicing	✓
Continue to improve storm water management.	Amount of compliance of MS-4 standards	Engineering Services Manager	Ongoing	Annually	Increase in the compliance of MS-4 standards on all construction projects	✓



ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Continue to improve traffic control by utilizing roundabouts and coordinating traffic signals.	ICE Reporting	Engineering Services Manager	Ongoing	Annually	Increase traffic flow	✓
Turn trucks and vehicles off when not being used.	Amount of fleet fuel consumption & CO emissions	All Staff	Ongoing	Annually	Reduction in fleet fuel consumption, Fuel cost vs consumption	✓

ADDITIONAL OBJECTIVE MEASURES

- An increased awareness of the importance of sustainability by county employees.
- An increase of the materials recycled on county projects.

STRATEGIC OBJECTIVE #4: Deliver clear, timely, and coordinated information within as well as across divisions and departments to improve productivity and employee engagement.

OWNER: Highway Operations Manager

STRATEGIC OUTCOME: Cost effective services delivered with competence and skill.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Develop a policy regarding what information belongs on webpage and physical bulletin boards.	Policy exists in writing & has been communicated to staff	*Communication Task Force	October 2012	Single Report	Create a written policy	✓
Develop a policy for unofficial non-County events or information postings.	Policy exists in writing & has been communicated to staff	*Communication Task Force	October 2012	Single Report	Create a written policy	✓
Develop and provide every onsite and offsite employee with access to a computer and intra-County systems.	% of employees with access to a computer & intra-County systems	Hwy Operations & Facilities Managers	October 2014	Single Report	100% employee access	✓
Initiate specific ongoing employee forums. During departmental meetings, have guest supervisor, manager or director to pass on any additional information.	Topics provided at each meeting	*Communication Task Force	October 2012	Annually	Present topics at All Departmental Staff Meetings	✓
Initiate anonymous electronic suggestion box.	% of employees with access to Suggestion Box	*Communication Task Force Member (Janice Reeves)	December 2013	Single Report	100% employee access	✓
Develop a plan to publicize Department programs and achievements and facilitate communication between the County departments and outside agencies. Utilize social media and County Executive's office.	# of publications regarding Department's programs, achievements & happenings each quarter	*Communication Task Force	April 2013	Quarterly	Minimum of 10 publications each quarter	✓

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Enhance existing point of contact listing by subject for the public on significant Public Works issues.	Public has access to enhanced list	Departmental Secretary	October 2012	Annually	Continual updating of list to reflect changes	✓
Investigate new communication technologies, such as Skype, Go To Meeting, and video conferencing.	# of new technologies researched	*Communication Task Force VSEE	December 2012	Annually	At least 1 new technology researched annually	

*Communication Task Force will consist of a DPW Manager, Superintendent, and Technical person from each division, Admin Staff person, and possible line person from each division i.e. Maintenance Mechanic or Patrol Worker.

ADDITIONAL OBJECTIVE MEASURES

- Survey of employees annually on departmental communications to gauge effectiveness of new objectives.

STRATEGIC OBJECTIVE #5: Enhance departmental customer service by providing all employees with appropriate tool, training, and accountability.

OWNER: Architectural Services Manager

STRATEGIC OUTCOME: A County that provides customers with quality programs and services.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Input from customers: send electronic survey with every work order that is completed.	Asset Works System Survey results	Fleet, Facilities & Hwy Operations Managers	October 2012	Annually (May)	100% positive customer feedback	
Train all personnel on proper phone etiquette when addressing the customer (identify Department with professional greeting).	% of employees trained on proper phone etiquette & greeting	Business Manager	November 2013	Annually	100% employees trained	
Create a DPW-wide Employee Directory with names by division ,function, title, phone numbers & location.	% of employees represented on employee directory accurately	*Communication Task Force	March 2014	Quarterly	100% of employees listed on directory	

ADDITIONAL OBJECTIVE MEASURES

- Annual customer satisfaction surveys will be conducted to provide feedback, track responses, and record results.



STRATEGIC OBJECTIVE #6: Enhance the Department's capability to deliver quality service by providing timely and appropriate training for its employees.

OWNER: Airport Manager

STRATEGIC OUTCOME: Cost effective services delivered with competence and skill.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Review Job Descriptions for accuracy. Provide Job Descriptions and categories to objective owner for initial training records..	% of revised job descriptions provided	All DPW Managers, Supervisors, SME's & Employees	June 2013	Single Report	100% job descriptions revised	✓
Identify deficiencies in skills & technological knowledge. Employees shall identify and discuss required training, professional accreditations, certifications, and licenses with their supervisor.	% of employees who have discussed with their managers their technological knowledge & skill deficiencies	All DPW Managers & Employees Risk Management (Mark Jatczak)	July 2013	Annually	90% of employees will have initial training record completed	
Employees shall create a "pass down binder" to assist Managers and Director in completion of training records, annual reviews, and succession planning.	Binders established for every existing position in DPW; annual audits of training records will be implemented	All DPW Managers, Supervisors & Employees	November 2013	Annually	90% of employees will have a binder & all licenses/ accreditations will be renewed prior to expiration	
Use existing employee knowledge base to establish a mentoring program by identifying Subject Matter Experts (SMEs). Identify any training or resources needed by SMEs. Implement cross-training opportunities within divisions with SMEs as instructors.	Necessary training identified & cross-training opportunities provided using division SMEs	All DPW Managers, Supervisors & Employees	July 2014	Annually	Cross-training program implemented in each division	
Divisions shall ensure employees understand and are properly trained in their duties. Provide opportunities for acquiring skill sets & sufficient financial means for training. Provide opportunities to obtain sufficient training to improve the deficiencies.	% of employees who say they understand their job duties	All DPW Supervisors & Employees	Ongoing	Annually	80% of employees say they understand their job duties	

STRATEGIC OBJECTIVE #7: Develop and implement a succession plan to ensure continuity of service as vacant positions within the Department occur.

OWNER: Architectural Services Manager

STRATEGIC OUTCOME: Cost effective services delivered with competence and skill.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Form a Department-wide succession planning perspective from the Director on down through all employees. Provide Director with a list of potential employee retirement dates. Coordinate with HR if necessary.	Diagram of short term & long term succession plan; list of employee retirement dates created & kept up to date	All DPW Managers, Supervisors, Employees & Director	October 2013	Annually	Improve business continuity by preparing Department for short & long term vacancies	
Prepare for long and short-term employee absences and position vacancies by encouraging cross training & participation in the mentoring & training programs.	% of positions cross-trained for short & long term absences	All DPW Managers, Supervisors & Employees	March 2014	Annually	100% of positions/job duties have a back up employee trained	✓
Create a list of employees with the potential and desire to assume greater responsibilities within the Department.	List of employees created & updated during annual employee review process	All DPW Managers, Supervisors & Employees	Ongoing	Annually	Identify individuals with potential & desire to assume greater responsibility	✓

STRATEGIC OBJECTIVE #8: Improve employee wellness as a means of reducing sick time, while also improving productivity and quality of life for employees.

OWNER: Business Manager

STRATEGIC OUTCOME: Cost effective services delivered with competence and skill.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Increase participation in County "3 Steps to Success" Program.	# of participants reported from data provided by Human Resources Division	All DPW Managers & Wellness Committee Representatives	December 2016	Annually	10% increase in annual participation	✓
Increase participation in Summer Fitness Challenges.	# of participants reported from data provided by Human Resources Division	All DPW Managers & Wellness Committee Representatives	December 2016	Annually	10% increase in annual participation	✓
Reduce total hours off for sick, medical or work comp issues from 2010 to 2014.	Total amount of sick, medical and/or workmen's comp hours provided by data from Payroll System	All DPW Managers	December 2016	Annually	Decrease by 20% by 2016	✓
Increase awareness of Lunch & Learn Programs and Online Wellness.	% of programs promoted by Wellness Representatives & DPW Managers	Wellness Committee Representatives & All DPW Managers	December 2015	Annually	Promotion of 75% of Wellness events & programs	✓

STRATEGIC OBJECTIVE #9: Reduce workers compensation claims through improved safety awareness, training, and accountability in order to decrease costs, as well as increase revenue generation & employee productivity.

OWNER: Highway Operations Manager

STRATEGIC OUTCOME: Cost effective services delivered with competence and skill.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Review claims, analyze causation, and identify high hazard work activities with Risk Management semi-annually. Adopt safer methods and implement techniques to lower risk of injury.	# of Workmen's Compensation Claims; amount of protective equipment used by employees	All Managers, Director & Risk Management	June 2012	Annually (December)	Keep Workmen's Compensation Mod below 1 & increase use of protective equipment	✓
All divisions will be required to complete one safety training session per year covering areas specific to division activities. DPW must provide adequate funds to hire experts to insure certification when required.	# of training sessions provided by Department; annual training record kept up to date	All DPW Supervisors & Staff	December 2012	Annually (December)	Minimum of 1 training session provided per year for each division & recorded in individual employee training records	✓
Develop a plan to reinforce the importance of safe workplace practices to reduce workers compensation costs and lost time.	Amount of Workmen's compensation costs & lost time	*Highway Operations Safety Committee	January 2013	Annually (December)	Reduction of Workmen's Compensation costs each year	✓

STRATEGIC OBJECTIVE #10A: Develop a system that promotes productivity and provides incentives to the most motivated Department employees. This includes a pay for performance system.

OWNER: Central Fleet Manager

STRATEGIC OUTCOME: Cost effective services delivered with competence and skill.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Identify a DPW Division which will conduct a pilot program for PFP.	Division identified—Central Fleet	All DPW Managers & Involved Employees	April 2012	Single Report	To identify a division for pilot program	✓
Develop a comprehensive program which includes a detailed timeline of requirements, criteria, processes & training documents.	Written documents created	Central Fleet Manager & Employee Pay for Performance Committee	December 2012	Single Report	To create the appropriate program-related documents for training	✓
Complete an extensive series of Leadership & Human Resource reviews of the pilot program including pre- and post-evaluation audit/analysis.	Audits completed by Leadership & Human Resource representatives	Central Fleet manager & Employee Pay for Performance Committee	December 2013	Single Report	To receive program approval from Leadership & Human Resources	✓
Re-construct the Employee Evaluation in order to support the Pay for Performance requirements through the use of an Employee Pay for Performance Committee.	Changes made to Employee Evaluation	Central Fleet Manager & Employee Pay for Performance Committee	February 2013	Single Report	To recreate the Employee Evaluation to support the PFP program	✓
Communicate & train Fleet staff on implementation of the program.	% of Fleet Staff trained on program	All Fleet Staff	February 2013	Single Report	100% of Fleet Staff trained	✓
Establish a strategy & process to provide employee feedback up to & including the employee evaluation & presentation of incentive pay upon approval the Waukesha County Executive.	Process established in writing	Director & Central Fleet Manager	December 2013	Single Report	To establish a process for employee feedback	✓



DEPARTMENT OF PUBLIC WORKS STRATEGIC PLAN

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Transition Central Fleet from a Pay for Performance Pilot Program to a fully implemented system of performance pay.	% of eligible Fleet employees on fully implemented system	Director & Central Fleet Manager	January 2014	Annually (December)	100% of Fleet employees on new system	✓
Complete periodic review of Pay for Performance evaluation program & employee evaluations.	Inefficiencies identified & modifications made	Central Fleet Manager, Human Resources & Fleet Staff	Ongoing	Annually	To identify any inefficiencies in new system	✓
Identify next Public Works Division to transition to a Pay for Performance pay system.	Next division identified	Director & All Division Managers	August 2014	Single Report	To identify next division to implement new system	✓

STRATEGIC OBJECTIVE #10B: Develop a system that promotes productivity and provides incentives to the most motivated Department employees. This includes a rewards and recognition system.

OWNER: Central Fleet Manager

STRATEGIC OUTCOME: Cost effective services delivered with competence and skill.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Establish a Recognition Committee to research current Public Works practices & develop a Rewards & Recognition Program.	Committee Members identified	Central Fleet Manager & Recognition Committee Members	December 2014	Single Report	To identify Committee Members for Rewards & Recognition program development	✓
Create a Public Works task force to develop a comprehensive program, which includes a detailed timeline of requirements, criteria, processes & tracking documents.	Program created & all details documented in writing	Recognition Committee Members	December 2014	Single Report	To complete a comprehensive program in a detailed written document	✓
Define recognition program & guidelines.	Program & guidelines defined in writing	Recognition Committee Members	December 2014	Single Report	To define program & guidelines in writing	✓
Define budgeting & resource requirements to implement program.	Program budget & resource requirements defined	Recognition Committee Members	December 2014	Single Report	To define budget & resources needed for program implementation	✓
Communicate & train staff on implementation of the program.	% of staff trained on defined Rewards & Recognition Program	Recognition Committee Members	April 2015	Single Report	100% of staff trained on new Rewards & Recognition Program	
Develop a Rewards & Recognition Committee to have program oversight for consistency in execution with periodic review.	Members of Rewards & Recognition Oversight Committee identified	Rewards & Recognition Oversight Committee	December 2014	Annually	To identify an Oversight Committee to provide ongoing review of Rewards & Recognition Program	✓

STRATEGIC OBJECTIVE #11: Develop Subject Matter Experts (SMEs) to provide “first response” in-house support for specialized technology.

OWNER: Engineering Services Manager

STRATEGIC OUTCOME: Cost effective services delivered with competence and skill.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Identify various technologies that should have a designated SME.	Technologies identified	All DPW Managers	April 2012	Annually	Identify all technologies requiring a SME	✓
Appoint SMEs.	SMEs identified	All DPW Managers	November 2014	Annually	Identify SME for each identified technology	✓
Develop responsibilities and performance standards for SMEs.	Responsibilities & standards established in writing	All DPW Managers	November 2014	Annually	To provide SMEs with their duties & the standards at which they are held	✓
Identify any resources or training needed for SMEs.	Needed resources/ training identified; set training schedule established	All DPW Managers	November 2014	Annually	To determine additional trainings needed & establish training schedule	✓
Complete initial training on all identified technologies.	% of SME trainings completed	All DPW Managers	November 2014	100% of SME trainings completed	Train all SMEs on identified technologies	✓

EVIDENCE OF SUCCESS

- Identified backups to SMEs .
- Employee survey/feedback .

STRATEGIC OBJECTIVE #12: Implement Asset Management System.

OWNER: Engineering Services
Manager

STRATEGIC OUTCOME: A well-planned County.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Finalize system selection.	System selected	Housekeeping Supervisor and Engineering Services, Hwy Operations & Fleet Managers	April 2012	Single Report	To select a system for implementation	✓
Staff interviews, develop workflows, customize software & develop mobile device needs.	Changes in work flows, software & mobile device utilization implemented	Housekeeping Supervisor and Engineering Services, Hwy Operations & Fleet Managers	August 2012	Single Report	To establish efficient work flows & provide staff with the appropriate tools to do their jobs effectively & efficiently	✓
Prepare prototype and test.	Prototype tested	Housekeeping Supervisor and Engineering Services, Hwy Operations & Fleet Managers	November 2012	Single Report	To create a prototype & test its capabilities	✓
Train staff & deploy systems.	% of staff trained & systems deployed	Housekeeping Supervisor and Engineering Services, Hwy Operations & Fleet Managers	April 2013	Single Report	100% of staff is trained & systems have been deployed	✓
Data Collection, reporting, ongoing training & software revisions.	Accuracy of Reporting; surveys	Housekeeping Supervisor and Engineering Services, Hwy Operations & Fleet Managers	Ongoing	Annually	Time saved & increase in reporting accuracy	✓

STRATEGIC OBJECTIVE #13: Effectively integrate strategic goals & objectives into the annual County budget process, staff goals & performance evaluations.

OWNER: Central Fleet Manager

STRATEGIC OUTCOME: A well-planned County.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Effectively incorporate Department of Public Works Strategic Plan objectives into the annual budget process	Publish critical objectives in annual budget	All Division Managers	Ongoing	Annually	Annual budget book includes critical objectives	
Integrate Waukesha County and Public Works Strategic Plan goals and objectives into annual goal setting for each DPW employee.	Audit signed annual employee goals	All Division Managers & Supervisors	Ongoing	Annually	80% of employees have SP related goals	
Integrate and measure individual employee's annual strategic goals through the annual performance evaluation process.	Audit annual employee performance evaluations	All Division Managers & Supervisors	Ongoing	Annually	80% of employees have effectively completed goals	
Ensure Public Works staff understands their job is critical to the successful outcome of both the Public Works and the Countywide Strategic Plans	Annual survey	All Division Managers & Supervisors	Ongoing	Annually	80% or more DPW staff understands	



APPENDIX A: DEPARTMENT OF PUBLIC WORKS FINAL PLAN PRODUCTS

POWER POINT PRESENTATIONS

DPW OVERVIEW

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WAUKESHA COUNTY
DPW STRATEGIC PLAN

2012 - 2016

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DPW SERVICES

- We construct, operate and maintain the County Highway system (roads that have letters like CTH J or CTH F)
- We maintain the Interstate and State Truck Highway system.
- We construct, operate and maintain county buildings such as the Jail, the Courthouse, Mental Health Center etc.
- We run the airport
- We manage the counties transit system
- We own and manage the counties fleet of vehicles and equipment.

DPW ORGANIZATION

There are seven Divisions :

- Administration
- Airport
- Architectural Services
- Engineering
- Facility Maintenance
- Fleet Maintenance
- Highway Operations

ADMINISTRATION

- First point of contact
- Provides the overall direction and supervision for the Department
- Business management, financial analysis and administrative records
- Administrative/clerical support.

Transit Services:

- Private sector contracts, provide bus service between Waukesha County and its neighboring counties.
- Paratransit services are provided to serve the disabled population.
- A pilot Van Pool program has begun to provide transit options where traditional bus service is not cost effective.



AIRPORT

- Oversee airport services and operations.
- Plan and oversee airport capital improvements.
- Maintain existing facilities and equipment
- Comply with all applicable Federal Aviation Regulations (FAR's), Orders and Advisory Circulars (AC's) as well as conditions of grant assurances.
- Monitoring of all leases and contracts.



ARCHITECTURAL SERVICES

- Present, implement, design construct and administer construction/design services contracts on all new, and renovated or remodeled Buildings.
- Provide “programmatic” design services for customers to identify future space and building needs.
- Manage all County owned rental property.



ENGINEERING

- Engineering services for all County highway construction projects and studies.
- Engineering guidance to Highway Operations Division.
- Bridge and culvert inspection program.
- Annual paving program.
- Local Road Improvement Program.
- Land Acquisition for DPW projects.
- Access and utility permitting



FACILITY MAINTENANCE

- Maintain and Operate county buildings
- House keeping Services
- Manage building improvement plan
- Manage energy consumption (utilities)
- Preserve and extend the useful life of the facilities



FLEET MAINTENANCE

- Maintains and repairs all county-owned motorized equipment.
- County wide fuelling.
- Specifies, purchases, and sets up of all new vehicles and equipment
- Disposal of surplus vehicles and equipment
- Provides repair and maintenance services to external customers.



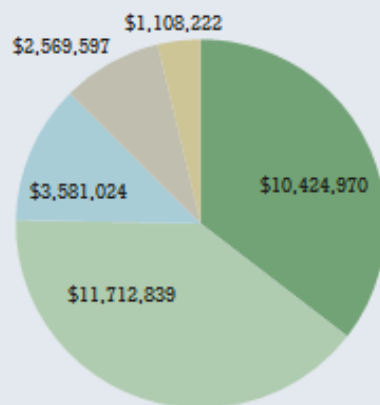
HIGHWAY OPERATIONS

- Maintain County trunk highways
- Plowing, and salting in the winter; patching highway pavement and shoulders; mowing of roadsides and median strips; cutting back vegetation from the right of way; clearing culverts, drainage ditches and catch basins; concrete and asphalt repair.
- Signs and Signals
- Services to other County Departments and municipalities (such as pavement marking).
- Maintains the Interstate and State Trunk Highway System.
- Minor construction on State highways.



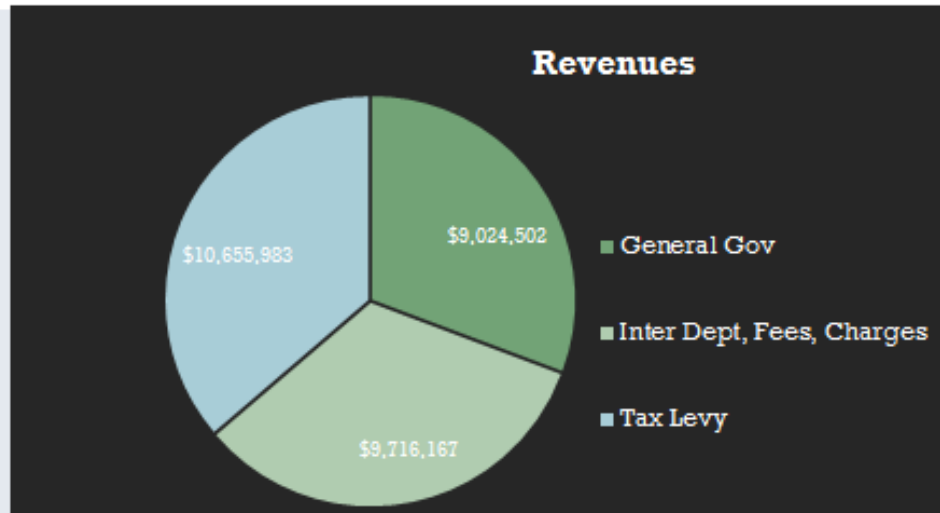
COSTS

Expenditures



- General Fund Administration Architectural Svcs Engineering Facilities
- Transportation Fund County Highway Operations Transit
- Central Fleet Fund
- Vehicle Replacement Fund
- Airport Operations fund

REVENUE SOURCES



DPW FACTS AND FIGURES

- Operate and maintain 400 miles of County Road, and maintain 286 miles of interstate and state highways including 35 miles of 4 lane highway, 101 traffic signals, 63 bridges, 1000 culverts, 11,000 road signs and 3 roundabouts.
- We use about 40,000 tons of salt in the average winter season, .
- Operate Waukesha County Airport and its 60,000 aircraft takeoffs and landings per year. The airport has 60 hangers which house a total of 200 aircraft, 25 jets, 37 twin propeller, and 138 single engine propeller. Our FBO sells about 900,000 gallons aviation fuel per year.
- We have 185 buildings, totaling over 2,127,000 sq ft of space.
- We use about 26,500,000 gallons of water, 750,000 therms of gas and 14,500,000 KWH of electricity per year. (Enough electricity for 3,500 homes).
- Maintain 3000 pieces of equipment, annually dispense over 400,000 gallons of fuel per year and perform 5,700 repairs
- Our Transit system annually carries 576,000 passengers. Another 9,000 passengers are served by the paratransit system
- We average over 21 passengers per revenue hour, compared to the national average of 10 passengers per revenue hour.

STRATEGIC PLANNING PROCESS

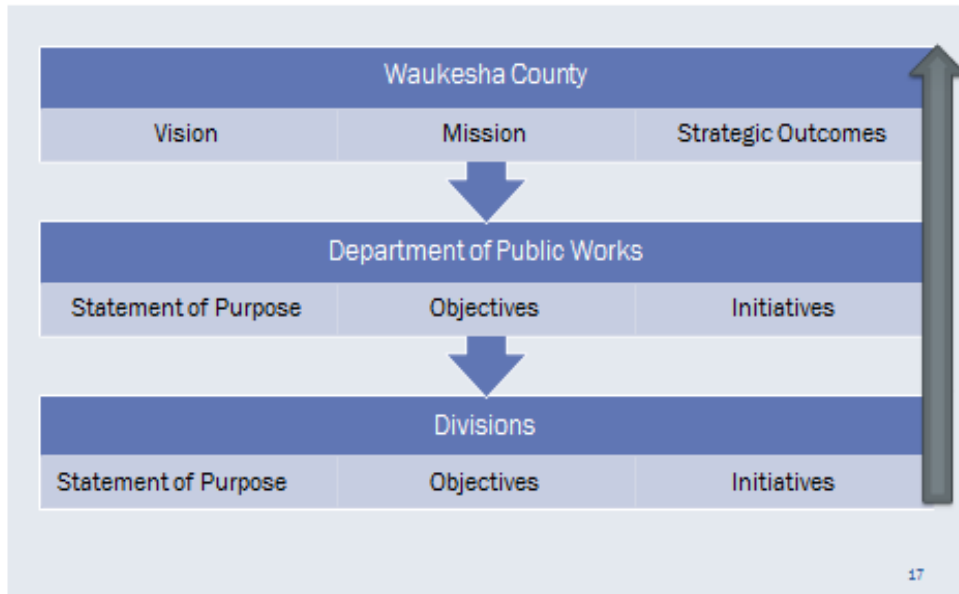
Waukesha
County
Public Works

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PURPOSE OF STRATEGIC PLAN

- Strategic planning identifies where the organization wants to be at some point in the future and how it's going to get there.
- The "strategic" part of this planning process is the continual attention to current changes in the organization and its external environment, and how this affects the future of the organization.
- The planning process is at least as important as the planning document itself.
- The planning process is never "done" – the planning process is a continuous cycle that's part of the management process itself.

KEY ELEMENTS



DESIRED END STATE

- Executives can more easily prioritize resources toward initiatives and divisions that are contributing most toward strategic goals.
- Managers can see direct connections between their group's efforts and both:
 - How their division contributes to the county's goals
 - How/why individuals on their teams must achieve performance objectives if the organization is to succeed
- Individuals have clear view of their role and how they contribute to organizational goals
 - Positive impact on engagement and productivity

ALIGNMENT OF PURPOSE



DPW STRATEGIC PLAN DEVELOPMENT PROCESS

- The Waukesha County Department of Public Works (DPW) embarked on its strategic planning process with the intent to engage all members of the department and a variety of external stakeholders as much as possible to ensure the plan reflected multiple perspectives and experiences.
- The core strategic planning team consisted of 23 people, including the director, all 6 managers and staff members from each of the 6 divisions.
- The 2012 strategic plan was developed to align with the previous Waukesha County strategic plan.
- The department has grown and evolved in dramatic ways since the last time a full strategic planning effort was undertaken, so we started with a blank slate and built the plan based on our current scope and resources.
- The team worked together from November through March, participating in 11 workshops for approximately 30 hours. Subcommittees and individuals dedicated countless additional hours to complete the comprehensive research and planning process.

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STATEMENT OF PURPOSE

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STATEMENT OF PURPOSE

- The DPW Statement of Purpose is: Provide the foundations of success for the citizens and businesses of Waukesha County by constructing and maintaining quality transportation and building infrastructure.
- Each division has also created its own statement of purpose that aligns with the department as a whole, but is more specific to the division's work.

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ENVIRONMENTAL SCAN

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ENVIRONMENTAL SCAN

Environmental scan encompassed:

- Research of benchmarks and industry trends from associations and similar counties nationwide
- Local, state and national government changes
- Other external factors that may impact DPW
- Stakeholder feedback from:
 - A survey completed by 126 DPW employees
 - 4 focus groups of external stakeholders, consisting of vendors, businesses, county government representatives and a government/utility group.
- SWOT developed for each division and the full department using the environmental scan outputs

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EXTERNAL FOCUS GROUP HIGHLIGHTS

- The four focus groups were comprised of Vendors with whom DPW regularly does business; companies that are greatly affected by DPW services; county employees and elected officials; and other government and utility representatives who regularly work with DPW.
- DPW has a very positive image with external stakeholders in the focus groups rating staff very good – top to bottom. They said we do a great job with road maintenance and safety, we have good to excellent customer service and we use technology well.
- DPW could improve our communications and public perception, and enhance our intradepartmental, interdepartmental and intergovernmental services.
- By far, our most important services are perceived to be highway maintenance and safety.

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EMPLOYEE SURVEY HIGHLIGHTS

- Employees were eager to share their feedback, as indicated by a 98.4% survey response rate.
- Employees agree with external stakeholders that we have a strong customer service focus and high employee competence and knowledge.
- A need to improve communication and employee recognition was validated by the employee survey.
- Employees noted that our staffing structure should be reviewed to identify opportunities to improve efficiency and service.
- They also noted the importance of keeping up with technology and equipment to ensure a proper level of service to our customers.

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SWOT ANALYSIS

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SWOT ANALYSIS

Internal

Strengths

Weaknesses

Opportunities

Threats

External

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DPW STRENGTHS

Strengths:

1. Well-maintained transportation and buildings systems ensure safety and enable commerce
2. Customer service focus of staff exceeds constituents' expectations
3. Employee competence and knowledge ensure efficient use of resources
4. Low employee turnover reflects a stable, satisfied and positive work environment
5. We embrace innovative technology and best practices to provide effective services

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DPW WEAKNESSES

1. We have an aging workforce without a succession plans for key positions
2. High worker's compensation rate/exposure within Highway Operations is a safety and cost concern
3. Inconsistent communication among DPW staff reduces productivity and increases frustration of employees
4. Lack of access to email and intranet for certain Division employees inhibits smooth communication
5. Administrative staffing has not kept pace with department growth and mission expansion

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DPW OPPORTUNITIES

1. Potential to generate additional revenue by offering services and expertise to government entities
2. Changes in the State law governing workforce rules allows for increased flexibility and efficiency
3. Willingness to review and improve organizational structure may result in more efficient and high-quality services
4. Emerging Technology provides potential efficiencies in workflow and staffing

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DPW THREATS

1. Lack of technical support and growing technological needs create risk of productivity and data failures
2. Declining traditional revenue streams due to poor economy may lead to potential service reductions and privatization
3. Unfunded State and Federal mandates creates increased costs
4. Public expectations for a growing level of service and declining taxes may cause dissatisfaction with DPW

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2012-2016 DPW OBJECTIVES

[For
external
use]

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OBJECTIVES

- **Financial Sustainability:** Develop fiscal procedures which promote revenue generation, operational cost efficiency, and financial stability.
- **Environmental Sustainability:** To implement environmentally sustainable policies and procedures that are fiscally responsible and improve the quality of life.
- **Communication:** Deliver clear, timely and coordinated information within and across divisions and departments to improve productivity and employee engagement.
- **Customer Service:** Enhance departmental customer service by providing all employees with appropriate tools, training and accountability.
- **Training:** Enhance the department's capabilities to deliver quality service by providing timely and appropriate training for employees

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OBJECTIVES (CONTINUED)

- **Succession Planning:** Develop and implement a succession plan to ensure continuity of service as vacant positions within DPW occur.
- **Wellness:** Improve employee wellness as a means of reducing sick time and health insurance costs, while also improving productivity and quality of life for employees.
- **Workers Compensation:** Reduce workers compensation claims through improved safety awareness, training and accountability in order to decrease costs, as well as increase revenue generation and employee productivity.
- **Reward & Recognition:** Develop a system that promotes productivity and provides incentives to the most motivated DPW employees. This includes a pay for performance and recognition system.
- **Subject Matter Experts:** Develop subject matter experts (SMEs) to provide "first response" in-house support for specialized technology.
- **Asset Management:** Implement Asset Management system

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2012-2016 DPW OBJECTIVES

[For
Internal
Use]

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FINANCIAL SUSTAINABILITY

- Develop fiscal procedures which promote revenue generation, operational cost efficiency, and financial stability.
- Owner: Betsy Forrest
- Key elements:
 - Identify workforce flexibility and efficiency opportunities that may reduce expenses due to Wisconsin Act 10.
 - Evaluate opportunities to reduce costs through the more efficient option of either department-provided services or contracted services
 - Evaluate traditional vehicle/equipment purchase vs. lease or joint use with private sector to identify potential cost savings.
 - Monitor state and federal programs and legislation that may provide revenue reimbursement or other financial benefits or threats.
 - Explore revenue opportunities to leverage excess resources in Fleet, Facilities, Highway, Engineering and Airport divisions. Develop marketing strategies for alternative revenue sources.
- Evidence of Success: Cost savings and revenue generation from alternative resources.

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ENVIRONMENTAL SUSTAINABILITY

- To implement environmentally sustainable policies and procedures that are fiscally responsible and improve the quality of life.
- Owner: Shane Waeghe
- Key elements:
 - Develop policy and procedures to incorporate LEED design into county facilities.
 - Continue successful programs to reduce water and utility resource consumption
 - Develop fiscally responsible policies to guide purchase of sustainable products and services in all operations.
 - Leverage technology to enhance anti-icing procedures and equipment that reduces salt usage.
- Evidence of Success: Reductions in resource usage, increased compliance with environmental policies and programs.

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COMMUNICATION

- Deliver clear, timely and coordinated information within and across divisions and departments to improve productivity and employee engagement.
- Owner: Pete Chladil
- Key elements:
 - Provide every onsite and offsite employee with access to computer and intra-county communication systems.
 - Initiate employee forums with guest speakers from other divisions
 - Develop and maintain a quarterly department newsletter
 - Publicize department programs and achievements to both internal and external stakeholders.
 - Enhance employee understanding of county directives pertaining to financial sustainability.
- Evidence of Success: Annual employee survey results and tracking of employee access to communications technology.

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CUSTOMER SERVICE

- Enhance departmental customer service by providing all employees with appropriate tools, training and accountability.
- Owner: Dennis Cerreta
- Key elements:
 - Electronic survey with every work order to obtain customer feedback
 - Training employees on phone etiquette
 - Create DPW-wide employee directory
 - Encourage County expansion of phone directory to be searchable by function, issue, etc.
- Evidence of Success: Results of annual customer satisfaction survey and work order survey

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TRAINING

- Enhance the department's capabilities to deliver quality service by providing timely and appropriate training for employees
- Owner: Kurt Stanich
- Key elements:
 - Implement cross-training opportunities within divisions and create manuals to aid in succession planning.
 - Employee professional development plans including accreditations.
 - Establish mentoring program by identifying subject matter experts and providing with resources to train others.
- Evidence of success: Annual employee training records, employee survey results, recurrent training completed on time, subject matter experts identified to assist with cross-training, mentoring program participation.

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SUCCESSION PLANNING

- Develop and implement a succession plan to ensure continuity of service as vacant positions within DPW occur.
- Owner: Dennis Cerreta
- Key elements:
 - Form DPW-wide succession planning perspective with potential employee retirement dates.
 - Prepare for long-term and short-term employee absences and vacancies by encouraging cross-training and participation in mentoring program.
 - Create list of employees with potential and desire to assume greater responsibilities within the department.
- Evidence of success: Succession planning manual developed and used in training and mentoring programs as well as annual performance appraisals.

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WELLNESS

- Improve employee wellness as a means of reducing sick time and health insurance costs, while also improving productivity and quality of life for employees.
- Owner: Betsy Forrest
- Key elements:
 - Increase participation in County "3 Steps to Success" program
 - Increase participation in Summer and Winter Fitness Challenges
 - Increase participation in Lunch & Learn programs
- Evidence of success: 10% increase in "3 Steps to Success" program and Fitness Challenges, as well as participation by all employees in two Lunch & Learn sessions per year.

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WORKERS COMPENSATION

- Reduce workers compensation claims through improved safety awareness, training and accountability in order to decrease costs, as well as increase revenue generation and employee productivity.
- Owner: Pete Chladil
- Key elements:
 - Analyze claims to identify high hazard work activities and adopt safer techniques to reduce risk of injury
 - All divisions complete annual safety training session covering their specific activities.
 - Reinforce importance of safe workplace practices to reduce claims and lost productivity.
- Evidence of success: Reduction in workers compensation claims, documented completion of annual training and increased use of personal protective equipment as part of annual performance evaluation

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REWARD & RECOGNITION

- Develop a system that promotes productivity and provides incentives to the most motivated DPW employees. This includes a pay for performance and recognition system.
- Owner: Bob Rauchle
- Key elements:
 - Refine job descriptions to include recognition/pay for performance program
 - Develop oversight committee.
 - Define recognition program and pay for performance program guidelines, implement and audit the program.
- Evidence of success: Employee survey results and improved employee attendance

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SUBJECT MATTER EXPERTS

- Develop subject matter experts (SMEs) to provide “first response” in-house support for specialized technology.
- Owner: Gary Evans
- Key elements:
 - Identify various technologies that require a designated SME
 - Develop responsibilities and performance standards for SMEs
 - Appoint SMEs and provide initial training on all identified technologies
- Evidence of success: SMEs identified and appointed, training developed and scheduled, and annual employee survey feedback.

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ASSET MANAGEMENT

- Implement Asset Management system
- Owner: Gary Evans
- Key elements:
 - Finalize system selection
 - Develop workflows, customize software and develop mobile device needs.
 - Prepare prototype, test, train staff and deploy systems
 - Data collection, reporting, ongoing training and software revisions
- Evidence of success: 40% savings in highway operations data entry, 100% improvement in cost reporting; 20% improved customer satisfaction levels and improved selection/budgeting of capital improvements and ability to track/analyze asset life cycle costs to obtain maximum ROI.

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TIMELINE AND NEXT STEPS

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TIMELINE

Objective	2012	2013	2014	2015/2016
Financial Sustainability	X	X	X	
Environmental Sustainability		X		
Communication	X	X		
Customer Service	X	X		
Training		X	X	X
Succession Plan		X	X	
Wellness	X			
Workers Compensation	X	X		
Reward & Recognition	X	X		
Subject Matter Experts	X			
Asset Management	X	X		

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NEXT STEPS

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QUESTIONS?

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APPENDIX A: DEPARTMENT OF PUBLIC WORKS FINAL PLAN PRODUCTS

FREQUENTLY ASKED QUESTIONS

This FAQ is designed for use by the strategic planning team members and department leaders in preparing for, and responding to, questions that may arise from employees throughout the year regarding the plan and its implementation. The questions include general topics about the strategic plan, as well as some questions that may be a bit more enthusiastic or cynical than what you actually hear from employees, in order to help you prepare for a wide range of attitudes and perspectives. The responses are intended as a guide, from which you are expected to adjust your comments to suit your own communication style. You are not expected to memorize the responses and recite them verbatim, but rather, to take the ideas you feel most comfortable with and respond to your employees in a manner that you feel is appropriate.

WHAT IS A STRATEGIC PLAN?

That is a great question! A strategic plan guides the work of the organization toward achieving its goals. Our plan was developed through extensive research about the government and economic trends that are impacting our work now, or may be impacting us in the future, as well as feedback from DPW employees, vendors, businesses and other government officials that we work with on a regular basis. From this information, we determined our strengths and weaknesses, as well as the opportunities and threats we expect to face in the next few years. The objectives and actions defined in the plan are designed to proactively address all of those issues so that we can continue to perform at a very high level, despite any challenges that we may face in the next few years.

HOW DOES THE STRATEGIC PLAN AFFECT ME?

I'm glad you asked. The strategic plan will affect everyone in DPW to some extent, and we expect the effect to be positive for you. You may have noticed several objectives that are directed toward employees through improved communication, training, wellness and reward/recognition programs. These objectives will improve the flow of information within the department, and will also enable employees to gain skills and be rewarded for their efforts, in addition to improving their health. In addition, our succession planning and subject matter expert's objectives will provide motivated employees with opportunities for advancement if they choose to pursue them. The workers compensation objective is intended to prevent injuries, so of course, that also impacts employees.

You are right, it does look like a lot of work, and we fully expect that it will be a challenge for us. Our intention is to divide and conquer with each manager designated to own one or two objectives and drive them forward to completion, with the help of various employees throughout the department. We plan to form a number of cross-functional teams to accomplish the work, so you may very well be asked to contribute to the achievement of one or more objectives over the five-year plan.



WHY SHOULD I PARTICIPATE?

I would hope that you would participate because you have an interest in contributing toward improving our work environment and the productivity and effectiveness of the department. There are also several objectives that will improve your skills, your health or your ability to earn more money or get recognition for your work, so I would think those would be good reasons to contribute and participate as well.

I AM INTERESTED IN THE COMMUNICATIONS OBJECTIVE. WOULD IT BE POSSIBLE FOR ME TO GET INVOLVED IN THIS?

I am glad you are interested in participating and helping out with this objective! I am sure your skills and your willingness to get involved will be very much appreciated. I will talk to Pete and find out how you can get involved, or ask him to get in touch with you to find a role for you on the team. Thanks for letting me know that you want to help. I really appreciate it.

WILL I BE PAID MORE FOR WORKING ON THE STRATEGIC PLAN IMPLEMENTATION?

The strategic plan development and implementation are part of our jobs, as members of the DPW team, so there is not a financial incentive attached to working on them specifically. However, our pay for performance program is likely to reward individuals who contribute the most to the department and have a positive attitude, so you may want to keep that in mind.

ACCORDING TO FEEDBACK FROM THE FOCUS GROUPS, WE ARE ALREADY DOING A GOOD JOB. WHY DO WE NEED STRATEGIC PLAN? AS THE SAYING GOES, "IF IT WORKS, DON'T FIX IT," RIGHT?

Good point! I'm glad that you noticed the positive feedback we received from our external customers and partners. The strategic plan isn't focused on changing the things that are working well for us, but rather it is about fixing the areas that employees – in particular – addressed as potential weaknesses, as well as issues that may be a problem for us in the future. For example, we need to have a succession plan in place because so many Baby Boomers are going to retire in the next several years, and we need to have replacements that are well trained to maintain our high levels of customer service in the future.

HOW WILL WE KNOW THE PLAN IS WORKING?

That is a great question! We are planning to develop "dashboards" that will be shared with all employees to be transparent about our progress on each objective throughout this year and subsequent years of the plan implementation. We'll also be providing updates at regular intervals through meetings or emails. Of course, if you are not hearing anything, or if you hear something through the grapevine, you are always welcome to ask me about it and I'll be sure to share what I know on the particular topic.



I AM CONCERNED ABOUT THE PAY FOR PERFORMANCE PROGRAM. WHO WILL DECIDE WHAT WORK DESERVES EXTRA PAY? WILL THE UNIONS BE AT THE TABLE TO NEGOTIATE WITH THIS?

Thanks for bringing this up. I can understand why you would be a bit concerned about how this will all work, and whether it will be fair to everyone. The program is a work in progress at this point, so I don't have specific details for you, but I can assure you that the clear intention is to design the program to allow everyone the opportunity to earn rewards if they put forth the effort, and that the rewards will be achievable for everyone. I don't know how the union members will be impacted or if we will be able to include them in this program due to the limitations of their contract. This will be sorted out over time, and we will definitely keep you informed as we have more details.

I PARTICIPATED IN THE EMPLOYEE SURVEY, BUT I DON'T SEE ANYTHING IN HERE THAT RESPONDS TO MY CONCERNS. DID YOU IGNORE OUR INPUT?

I'm surprised that you don't see your concerns addressed because we did spend a lot of time reviewing employee feedback and working on strategies to address employee concerns. I do know that we focused mainly on issues that were raised by several people because we couldn't address everything, so it is possible that you raised something that no one else thought was an issue, and therefore it didn't make the priority list. However, if you want to tell me what specifically you were hoping to see addressed, I may be able to connect the dots for you on where the issue is addressed in the plan, or how we might be able to address it outside of the plan.

WHY IS EVERYTHING PLANNED FOR COMPLETION IN THE FIRST THREE YEARS FOR THE MOST PART? SHOULDN'T SOME OF THIS BE MOVED OUT TO THE FOURTH OR FIFTH YEARS?

Good point! We realize that the initial implementation plan is heavily loaded toward the first three years of the plan, and this may evolve over time. Our expectation is that the plan will be revised each year and that additional objectives may be added for the last two years. Some of our plans may be more complicated than we anticipate at this time, so it is likely that one or more may be extended to a longer period for implementation as well.

I NOTICED THE SUCCESSION-PLANNING OBJECTIVE IS SUPPOSED TO IDENTIFY PEOPLE WHO WANT TO MOVE UP THE RANKS. I'M INTERESTED IN BEING PROMOTED WHEN YOU RETIRE AS MY SUPERVISOR. HOW DO I GET LISTED IN THE PLAN?

Thank you for noticing the succession plan and for bringing this up to me. I'm glad to hear that you are interested in career advancement, and I will be sure to inform Dennis Cerreta, the business owner of the succession plan objective, know of your interest in order to add you to the list of potential future leaders. Let's also stay in touch on this point so that your annual performance and training plan is designed to ensure that you have the skills you will need to qualify for my job when I'm ready to retire.



WE HAVE ALREADY ACCOMPLISHED A LOT ON ENVIRONMENTAL SUSTAINABILITY, WHY ARE WE PLANNING MORE?

Yes, we certainly have made some amazing progress on environmental sustainability and we're all really proud of our success. We recognize, however, that there is always more that can be done, and there are always new ideas and technologies being developed that we may be able to implement in order to reduce our carbon footprint and gain efficiencies for the taxpayers.

WILL WE ALL GET SMART PHONES AS PART OF THE COMMUNICATION OBJECTIVE?

Smart phones are one possible solution to the gaps in communication technology access that we need to overcome in DPW. Other solutions are also in development, and we will have to wait and see what the team comes up with to solve the problem without breaking the budget. I'm glad that you are enthusiastic about this issue. If you come up with any other ideas that may be helpful, please be sure to share them with me or with Pete, who is the business owner of the communications objective.

WHY DO YOU THINK WE NEED TRAINING ON PHONE ETIQUETTE? THAT SEEMS A LITTLE INSULTING.

I can understand why you might be a bit put off by the phone etiquette-training item, but I'm sure you will agree that we are inconsistent in the way that we answer phone calls and refer callers. If I recall correctly, that training issue was about making sure that we handle all calls professionally, including those from others within DPW, this is not always the case now. Please don't take it personally – this is really about making sure we are providing good customer service to each other within the department as well as with outsiders. Some of the feedback from the employee survey indicated that we could do a better job in how we treat each other within the department.

I SEE THAT EMPLOYEES WILL BE EXPECTED TO GET CERTIFICATIONS AND OTHER TRAINING. I AM REALLY NOT INTERESTED BECAUSE I AM NEAR RETIREMENT. CAN I OPT OUT?

Thanks for bringing this up – you raise an interesting point. The training plan is a work in progress so I'm not certain who will be designated for what kind of training and certification. The retirement issue is worth considering since we need to be careful how we invest our budget and it may not be worthwhile to provide training that you will only use for a year, particularly if you are not interested in gaining the certification. I'll be sure to share this issue with Kurt Stanich who is the business owner of the training objective so he can give some thought to how we handle it. We don't want to err on the side of failing to train those who are near retirement either, as this wouldn't be fair to those who are still going to be productive team members for several years.



HOW DO YOU PLAN TO IMPLEMENT THE SUCCESSION-PLANNING OBJECTIVE IF SOME EMPLOYEES REFUSE TO TELL YOU WHEN THEY PLAN TO RETIRE?

We understand that retirement is a personal decision and one that can be a difficult transition for some people. I am not certain how this will be handled, but I am sure we can get a general idea of who might be considering retirement, based simply on their age and tenure, and plan accordingly with that data in hand. No one is going to work forever, and of course, some people may leave for reasons other than retirement, which is more difficult to predict. That's why, I believe, the plan is intended to cover the entire department and ensure that we are better prepared for a more seamless transition whenever someone leaves for retirement, another job, or for a medical condition that has them out on disability for a while.

IT SEEMS LIKE MOST OF THE PLAN IS ABOUT MONEY. DON'T YOU CARE ABOUT EMPLOYEES?

I can see why you noticed the focus on financial efficiency in many of the objectives, but there are also quite a few objectives that are focused on employees. Namely, the wellness and workers compensation objectives are about employee health and wellbeing, the training, reward/recognition and succession planning objectives are about career development and fair compensation. In addition, the communication objective, among others are about making your jobs a bit easier and improving productivity so your quality of work life is better.

CAN I BE ON THE TEAM FOR THE NEXT STRATEGIC PLAN? I THINK I COULD ADD A LOT TO THE DISCUSSION.

Thank you for bringing this up – I appreciate your enthusiasm. I don't know when or how the next strategic plan update will occur, but I will certainly be sure to share your interest with Allison Bussler and others at the next management meeting. Meanwhile, we could certainly use some help implementing all of the ambitious objectives in the plan. Let's talk through some of the objectives and figure out where you might have the most interest and knowledge to contribute, and then we'll find out how you can help. Does that sound good?

WHEN WILL WE KNOW MORE DETAILS ABOUT THE OBJECTIVE?

I'm sure you have many questions about how that objective is going to work and how it will impact all of us, and frankly, so do I. The team is working on the plan for this, and we plan to provide regular updates as each objective is further developed. One of the key elements of the plan was to improve our communication, so I can assure you that we will all be well informed as the plans become clearer. In addition, if you have any questions or concerns as you learn more of the details, please feel free to tell me about them and we'll figure it out together, ok? Your feedback will be really helpful in making sure we get these objectives accomplished in the right way.

COMMUNICATION PLAN

OBJECTIVES

- 1) To share the DPW Strategic Plan with internal and external stakeholders in a manner that instills trust and respect for the strategic direction of the department and its ability to deliver results.
- 2) To engage DPW employees and help them to understand how their responsibilities contribute to the success of the strategic plan and the Department of Public Works.
- 3) To leverage the strategic plan as a tool to manage the DPW team toward common goals and successful outcomes.

TARGET AUDIENCES

- Department of Public Works Employees
- Waukesha County Leadership, including the County Executive and Department Directors
- Other Waukesha County Employees (non-DPW)
- Waukesha County Supervisors and Public Works Committee
- External Stakeholders who Participated in the Focus Groups
- Other External Stakeholders such as vendors and businesses with whom the DPW works on various projects and programs
- Residents/taxpayers of Waukesha County
- News media who cover Waukesha County government activities

TACTICS

1) PLAN PRESENTATIONS

- a) Presentations of DPW Strategic Plan by Allison Bussler to:
 - DPW Staff — Division managers present segments of plan to this group. Employee survey results also provided to this group in summary form.
 - County Executive and Department Directors
 - Public Works Committee
 - County Board
 - Public/Media?
- b) Presentations of Division Strategic Plans by the respective manager to:
 - Division Staff
 - Other?

2) STAKEHOLDER FEEDBACK

- Present or distribute Strategic Plan and Focus Group Summary Results to stakeholders who participated or were asked to participate in the focus groups. The plan and results can be shared with other external stakeholders who were considered for focus group participation as appropriate.

3) MNEMONIC DEVICE

- Create placards for placement throughout the department or screen savers for each computer that serve as a mnemonic device or reminder of the key elements of the strategic plan. Elements to include are: Waukesha County Mission, DPW Statement of Purpose and possibly each division's statement of purpose or the 2012 objectives.

4) COUNTY INTEGRATION

- Align the DPW strategic plan with Waukesha County Strategic Planning and Budgeting process and tools, with modifications made as needed to bring DPW into alignment with the broader entity.

5) PROGRESS REPORTING

- Develop dashboards and talking points that will help to integrate the strategic plan and DPW progress in achieving its objectives and action items into regular status meetings led by the director and/or division managers. Dashboards can be emailed to staff and posted in common areas to share DPW progress with all employees in the department. They also can be shared with other non-DPW stakeholders as needed to demonstrate progress.

6) SUCCESS STORIES

- When opportunities arise, share success stories of action plans completed and objectives met throughout the year, being sure to identify them as strategic plan elements that have been accomplished. Include feedback from affected stakeholders and elected officials where possible, as well as relevant metrics. These stories can be shared in regular staff meetings, via email or in newsletters or other formal communication vehicles, as appropriate.

7) PERFORMANCE EVALUATIONS

- Include language in performance evaluation process materials that relates back to the strategic plan and its implementation to help connect the dots for employees and managers.
- To the degree possible, align goal setting and performance evaluation processes with division and DPW strategic plans, bringing ownership and accountability to each level of the organization.
- Adjust job descriptions as needed to incorporate strategic plan ownership and accountability into each job in DPW, to the degree possible.

8) ANNUAL UPDATE

- Update the Strategic Plan on an annual basis to transition from completed objectives and action plans to those that are forthcoming in the next year.

9) EMPLOYEE SURVEY

- Repeat the employee survey annually with a preface stating the reason for the annual feedback opportunity and noting any initiatives that have been undertaken due, in part, to employee requests/feedback.

10) DELIVERABLES

- PowerPoint presentation of DPW plan with slides or modules that can be used or hidden, depending upon the audience and time limitations. Modules may include focus group and survey result summaries, division plan elements or other information used to further explain the plan concepts.
- Focus group survey results – edited and formatted for public use
- Employee survey results – edited and formatted for sharing with DPW employees
- Placards or screen savers to remind employees of the key elements of the strategic plan throughout the year.
- Talking points and FAQ for use by managers in talking with their respective staff regarding the DPW strategic plan throughout the year
- Dashboards for use by DPW and each division in sharing regular progress on implementation of the strategic plan.
- Template language and examples that can be incorporated into performance evaluations and job descriptions.
- Talking points for managers to discuss with employees how their individual performance goals align with and contribute to the strategic plan and the success of the organization.

STRATEGIC PLAN TALKING POINTS

The following talking points are intended as key messages that strategic plan team members and department leaders can use when talking with other members of the department about the strategic plan. You are not expected to memorize them, but rather, we offer these talking points as a guide for you to put in your own words, as you feel appropriate.

- 1) Our strategic plan was developed through extensive research about the government and economic trends that are impacting our work now, or may be impacting us in the future, as well as feedback from DPW employees, vendors, businesses and other government officials that we work with on a regular basis. The objectives and actions defined in the plan are designed to Proactively address both opportunities and challenges that lie ahead of us, so that we can continue to perform at a very high level, despite any challenges that we may face in the next few years.
- 2) We were excited to receive very positive feedback from businesses in the community, vendors and government officials about the high quality service provided from DPW and the quality of our employees throughout the department. Of course, our employee survey and the other research we conducted revealed that there is always room for improvement, and our plan is designed to help us sustain our high quality services to the taxpayers.
- 3) The strategic plan will affect everyone in DPW to some extent, and we expect the effect to be positive for you. The plan includes efforts to improve communication, training, wellness, safety and develop a reward and recognition program. We also plan to provide motivated employees with opportunities for career development and advancement if they choose to pursue them.
- 4) Communication across the department is a high priority, based in part on your feedback, and you will be seeing a lot more attention to keeping you well informed about everyday work issues as well as our progress in implementing the strategic plan.
- 5) The success of the strategic plan will be dependent on the effective implementation of our objectives, and we expect that every employee will play a role in our success. This may mean that we have to adapt to some changes, and that we may be asked to join a committee to help implement an objective. In the end, we are confident that it will all be well worth the effort in ensuring our continued success as co-workers, as County employees and as taxpayers.

APPENDIX B: DEPARTMENT OF PUBLIC WORKS 2012 ENVIRONMENTAL SCANS

CENSUS CHANGE

The 2010 census has resulted in changes to federal funding, legislative districts and other adjustments. Are there any census-related changes that may impact your division, its required service delivery or funding? If so, please be specific about the change and its potential impact.

POPULATION

- County's population has remained relatively stable for the past several years.

AGE

- Increasing elderly population can put stresses on the transit system.
- The pilot population is aging and there is a void of younger pilots to fill their places due in part to the expense of learning to fly and owning an aircraft combined with the increasing regulation from the Federal Government unintentionally making aviation less available and accessible to the majority of the American population. This will have a long-term negative effect on our revenue stream unless the efforts of national aviation groups are successful in turning this trend around.

TRANSPORTATION

- Our world is increasingly mobile and fast paced, and business is worldwide. The need for people to travel faster and more conveniently is very positive for the future of General Aviation (GA) and our airport as long as we can market GA as a common sense and cost effective means of regular transportation.
- Vehicle Miles Traveled is down in past 3 years which affects the type of projects we can get funded.
- Increased population in county causes traffic increases and additional maintenance to the roads

INCOME

- Income per house is dropping due to economy
- Wisconsin has 8% unemployment but has job increase initiatives. Not sure how many jobs will be created and if tax revenues go up (can't rely on it)

ECONOMIC IMPACT

The current economic conditions remain weak for Waukesha County, which is evident by the increase in poverty and unemployment rates; the decrease in development and housing starts; and the decrease in equalized property values. Although some of these factors may not have a direct impact on services provided by the Department of Public Works, it is important to understand they may have an impact on other County services resulting in financial resources being shifted from Public Works to other agencies, such as Health and Human Services; Law Enforcement; and the Judicial system.

Some of these factors do have a direct correlation to Public Works. Some Public Works programs are reliant on outside financial sources such as Airport and Central Fleet Maintenance, therefore in an economic downturn there may be a lower demand for service. Increasing unemployment has a direct impact on transit ridership resulting in fewer riders and loss of service due to routes not reaching benchmark standards. Some State and Federal funding is tied to this level of service, causing a potential loss of revenues. Equalized property values have decreased in recent years resulting in a lower tax base for the county. This coupled with the political desire to keep the tax levy stable or minimally increasing can result in levy increases that may be below an inflationary cost-to-continue rate for services. However, the Department of Public Works has also benefited from the weak economy by receiving very favorable bids for projects due to a more competitive bidding climate.

LEGISLATION & REGULATORY IMPACT

Wisconsin relies on federal funding to provide 25-30 percent of the state's transportation budget. The current multi-year surface transportation authorizing legislation, the Safe, Accountable, Flexible and Efficient Transportation Equity Act – A Legacy for Users (SAFETEA-LU), provided Wisconsin approximately \$700 million annually for highways and \$65 million for transit. SAFETEA-LU expired on September 30, 2009 and has been extended seven times. The most recent extension goes until March of 2012.

The main revenue source for transportation at the federal level is the federal gas tax. Neither party has proposed raising the federal gas tax for the next reauthorization. Due to various factors, the ongoing revenue from the federal gas tax is insufficient to meet *current* funding levels.

At the current level of expected trust fund revenue, it is estimated that new highway and mass transit funding commitments would be reduced by 20 percent and 35 percent, respectively, from current levels.

State political forces are pushing county highway forces in Wisconsin toward maintenance only operations. State and Federal mandates significantly increase our road and building construction costs. Legislation increasing environmental regulations, the complete streets law, prohibition on design build and prevailing wage laws are some of the biggest cost-driving factors.

Recent changes to state binding arbitration laws have provided opportunities for operational cost savings such as reduced retirement costs and overtime and work hours flexibility.

HUMAN RESOURCES

In reviewing Environmental scans from all divisions, it is clear that there is a real concern for succession planning in our department. Our department needs to set in its strategic plan a methodology to develop, implement and manage a succession plan. The most important reason for developing a plan is that we rely on staff to carry out our statement of purpose, provide services and meet our organization's goals. We must consider what would happen to services if key staff members were to leave. In Waukesha County, we have an aging work force in key management positions, averaging 55 years of age, and with the pending retirement of the baby boomers, will have an impact on our work force. Also, there may be direct correlation between an aging workforce, injuries on the job and rapidly increasing worker's compensation expenses. In either case, the situation remains constant and our workforce succession plan needs to be addressed.

The following three charts show the overall Waukesha County employee profile and Human Resource Issues:

WAUKESHA COUNTY WORKFORCE PROFILE		
County Workforce	1351 Full-time & Part-time	
Gender	782 Female	569 Male
Age	47 years (average)	
Years of Service	13.5 years (average)	

WAUKESHA COUNTY MANAGEMENT PROFILE		
Gender	22 Female	42 Male
Age	55 years (average)	
Years of Service	19 years (average)	

HUMAN RESOURCES ISSUES:

- Transition employees from represented to non-represented status
- Policy & procedures modifications
- Compensation systems
- Pay for Performance
- Succession Plans
- Communication systems
- Diversity
- Contracted services/consolidation



PERFORMANCE MEASURES & COMPETITIVE BENCHMARKS

Tasked with finding Department of Public Works specific to Highway, Fleet and Engineering performance measures and benchmarks, I came up with the following:

Posting to a message board on the APWA website called InfoNow, I received several responses within an hour of the posting. They included responses from Clark Co. Washington, Minneapolis, Barrie County Ontario, Austin TX, and Pierce County Washington. These came to me in several forms, web pages, pdf files as portions of reports and PowerPoint presentations.

These performance measure and benchmarks all have different formats and measures, but are from similar sized organizations from the northern tier of states and Canada.

Once we further define our strategic objectives and initiatives, our Department should be better suited to make the determination on which performance measures are important for us to gauge ourselves against other similar sized agencies. I have posted the information that I obtained at:

Included in the directory is a one-page article by Cartegraph about "Best Practices: Performance Measurement in Public Works which I found interesting.

REVENUES & EXPENSES

REVENUES

Traditional revenue streams have been flat and/or declining over the past 2 to 3 years. Lower or flat levels of General Transportation Aides, Routine Maintenance Agreements, Federal Funding (FTA and FHWA), and tax levees/revenue have resulted from the economic downturn and are reflective of taxpayer expectations. As such, the Department should ensure that existing revenue sources are utilized to the maximum extent possible. Secondly, we should research and take advantage of programs that support operational expenses, such as Focus on Energy grant funding. Finally, the Department should explore and capitalize on new emerging or alternative revenue streams, many of which have resulted from the needs of other agencies to find more efficient methods of delivering services. For example, road signing, paint striping, vehicle repair maintenance, hanger rentals, and paving programs. The key to effectively capturing alternative revenue streams is a full understanding of staff capability and excess capacity.

EXPENSES

Pay and benefit costs continue to be our major expense drivers. Health insurance cost increase at a significantly greater rate than other labor costs. Recent legislative changes regarding collective bargaining are emerging as a savings to operational costs. Our aging workforce has revealed a rapidly increasing rate of workmen's compensation claims due to past injuries that are now manifesting themselves as claims today. The future cost of these claims is still unpredictable. Operational budgets are unable to keep pace with fluctuating energy costs, diesel fuel, electricity, gas and material costs such as parts, salt, asphalt, and construction materials. Even as new buildings come on line, our older buildings are placing a greater burden on operating expenses.

APPENDIX C: FOCUS GROUP MEETINGS

FOCUS GROUP MEMBERSHIP

VENDOR GROUP: made up of businesses that DPW regularly does business with.

- Staff Facilitator: Peter Chladil—*Hwy Operations Manager*
- Brenda Heim, *Clean Power*
- Bob Braovac, *Force America*
- Jim Weedman, *Bruce Municipal Equipment*
- Brad Heimlich, *CH2M Hill*
- Roland Gutknecht, *ESI*
- Tom Fallon, *Gilbane*
- Doug Buth, *Payne & Dolan*

BUSINESS GROUP: made up of businesses greatly affected by our services.

- Staff Facilitator: Dennis Cerreta—*Architectural Services Manager*
- Keith Hammitt, *Firestone*
- Mike Pjevach, *USA Coachlines*
- Suzanne Kelley, *Waukesha County Business Alliance*
- Aldo Madrigrano, *WOW Industries*

COUNTY GOVERNMENT GROUP: made up of County employees & elected officials.

- Staff Facilitator: Gary Evans—*Engineering Services Manager*
- Larry Dahl, *Department of Administration*
- Laura Stauffer, *Purchasing & Risk Management*
- Dale Shaver, *Director of Parks & Land Use*
- David Swan, *Chairman of the County Board Public Works Committee*
- Julianne Davan, *County Executive's Office*

GOVERNMENT & UTILITY GROUP

- Staff Facilitator: Kurt Stanich—*Airport Manager*
- Mike Burns, *WISDOT*
- Jennifer Bogner, *WE Energies*
- Gary Goodchild, *Town of Ottawa*
- Tom Grisa, *Brookfield*

QUESTIONNAIRE

The questionnaire was formatted to ask questions using a Likert scale (1 = low importance, 5 = high importance) then space was provided to provide further comment or explanation. The overall feedback received from the focus groups was overwhelmingly positive. In fact, 73% of the Respondents rated their overall perception of DPW as a "5" or the highest possible score. The remaining 27% rated the department a "4" or "good".

When asked to rate the most important services DPW provides, over 50% of the Respondents said winter maintenance of roads, filling potholes, maintaining county roads and safety of county roads. The Respondents identified transit and mowing of medians or roadsides, as some of the least important services the department provides.

When asked to rate their satisfaction of the services DPW provides, over 80% of the Respondents rated cleaning, maintaining of county buildings and winter maintenance of roads a "5". The lowest satisfaction of service was mowing of the right of ways. The majority of the Respondents replied they did not know how to rate services related to the airport or transit.

When asked about quality of customer service the Respondents rated the administration and highway operations highest. The airport and architectural services scored lowest; however, the majority of the Respondents answered that they did not have any experience with these two divisions, and this greatly skewed the results.

Lastly, when asked to what degree the Respondents thought their ideas were being heard, over 80% scored DPW a "5" (10% had no opinion).

Listed below are a few comments reflective of many of the answers listed in the comment sections of the questionnaire:

◆ MOST IMPORTANT SERVICES

- ◇ "Safe highways in winter saves lives."
- ◇ "Highway operations affects entire population of county residences every day."
- ◇ "Streets clear, safe, pothole free. My business depends on it."

◆ DPW'S STRENGTHS

- ◇ "Customer service and timely response."
- ◇ "Their personnel and common sense approach to spending tax dollars wisely."
- ◇ "Effective leadership of organization and high quality services."

◆ DPW'S WEAKNESSES

- ◇ "Funding Issues. Multiple overlapping jurisdictions. Vulnerability to energy prices."
- ◇ "Succession planning."
- ◇ "Public knowledge of depth of department responsibilities. Page 1 & 2 (PowerPoint Introduction to department)."

◆ HOW CAN CURRENT SERVICES AND PROGRAMS BE IMPROVED?

- ◇ "Consider more privatization and make necessary changes where/when feasible."
- ◇ "Partner with towns for road repairing, sign purchases, salt, and grass cutting."
- ◇ "Cut grass more frequently." "Move more quickly on highway capacity improvements."
- ◇ "We find staff to be very proactive and helpful. I would encourage leadership to reward staff for their superior dedication to their work."

◆ WHAT NEW PROGRAMS OR SERVICES SHOULD BE ADDED?

- ◇ "A more developed transit system."
- ◇ Economic development needs to be the County's main focus and should drive the County's direction while maintaining safety of the County population."
- ◇ "I think the vanpool idea is great and I hope it gets utilized because there continues to be a need to get qualified workers to employers with open positions."

The DPW staff that worked most directly with the focus groups thought the best way to capture the participants' comments and discussion would be to create a focus group SWOT (list of Strengths, Weaknesses, Opportunities and Threats). Listed below is that SWOT analysis:

◆ STRENGTHS:

- ◇ External image is good.
- ◇ Impressed with staff competence and professionalism.
- ◇ Technology innovators.
- ◇ Safe roads and buildings.
- ◇ County run more like a business than other governmental entities.
- ◇ Excellent appearance of facilities and equipment.
- ◇ Good staff accessibility to customers.
- ◇ Good awareness of economic development and how it relates to transportation.

◆ WEAKNESSES:

- ◇ Lack of succession planning.
- ◇ "Silos".
- ◇ Funding vulnerability.
- ◇ Mowing highway medians/sides.
- ◇ Communication.
- ◇ Marketing.
- ◇ Community awareness.

◆ OPPORTUNITIES:

- ◇ Outside revenue sources/partnering with other governments.
- ◇ Informing public of available services.
- ◇ Succession planning/monitoring.
- ◇ Better cross training.
- ◇ Investigate contracted vs. in-house services.
- ◇ Improve services through peer best management practices/benchmarking.
- ◇ More developed and complete transit system.
- ◇ Opportunity to review departmental structure.

◆ THREATS:

- ◇ High workman's comp.
- ◇ Reduced budgets.
- ◇ Maintaining the same level of service while increasing the amount of lane mileage without adding people and equipment.



STAKE HOLDER EXECUTIVE SUMMARY

As part of the Waukesha County Department of Public Works strategic planning effort, the department gathered four different focus groups that represented our primary stakeholders. These are the Vender Group, the Business Group, the County Government Group and the Government and Utility Group.

The participants were asked to complete a questionnaire, (similar to the one offered to our employees), prior to meeting as a group and then discussed the questionnaire and other topics more in depth at a meeting.

The feedback received from the focus groups indicated the DPW has a very positive image with our stakeholders, in that: DPW staff and employees are very good – top to bottom. We do a great job with road maintenance and safety, we have a business attitude towards our services, our buildings are properly designed and maintained, we have generally good to excellent customer service and we use technology well. On the negative side, we could improve our communications and public perception, and do better with intradepartmental, interdepartmental and intergovernmental services.

The groups also clearly indicated by far, that our most important function is Highway maintenance and safety.

The groups also identified a need for better cross training, and the development of a succession plan.



STAKE HOLDER QUESTIONNAIRE

The Waukesha County Department of Public Works is beginning a strategic planning process that will chart the direction of the department for the next 3 – 5 years. We are attempting to identify and forecast future changes and trends that may affect our service.

We have identified you as a stakeholder of our Department. Your responses to this survey will provide us with valuable information and insights as we continue with our planning process. Please circle the appropriate rating and/or provide us with your comments. Your participation is extremely important to us.

The Department of Public Works is multi-disciplined with seven Divisions. They include: Administration, Airport, Architectural Services, Engineering, Facilities Maintenance, Fleet Maintenance and Highway Operations. A brief description of each follows:

ADMINISTRATION

This division serves as the first and primary point of contact for the public and other government agencies. This division provides the overall direction for the department; provides central supervision for all organizational units; provides financial analysis and management for the department; and maintains administrative records for the department. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to the department. In addition to administrative support staff, this division also includes the Director of Public Works and Business Manager.

TRANSIT SERVICES

Through contracts with the private sector, this program provides bus service to address the mass transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Currently the system primarily operates parallel to and along the I-94 Oconomowoc-Waukesha-Milwaukee corridor, although services also exist between the southern and eastern tier communities and the Milwaukee Central Business District (CBD) and University of Wisconsin-Milwaukee (UWM). Para transit services are provided to serve the disabled population who are unable to utilize the fixed route service, as outlined in the 1990 Americans with Disabilities Act (ADA). A pilot Van Pool program has begun to provide transit options where traditional bus service is not cost effective. The Business Manager oversees the management of this program.

AIRPORT

The Airport division's focus is to maximize the net economic and recreational benefit it provides to the Southeastern region of Wisconsin by being a leader in ensuring quality facilities and services available to all customers and users. To oversee, undertake proactive and environmentally sensitive development, construction, and improvements to equipment and facilities through short and long range planning. To establish systems to maintain existing and make future improvements.

Airport operations shall provide for the safety, convenience, and needs of all members of the aviation community while maintaining cooperation and coordination with all levels of government.



The Airport division is responsible for maintaining compliance with all applicable Federal Aviation Regulations (FAR's), Orders and Advisory Circulars (AC's) as well as conditions of grant assurances. In addition, this division is responsible for the monitoring of all leases and contracts and the enforcement of all provisions. Finally, it is responsible for coordinating and providing efficient administrative/clerical support for the Airport's development and operations.

ARCHITECTURAL SERVICES

It is the division's responsibility to study and coordinate all building related capital projects as approved in the Waukesha County five year plan. This coordination consists of following County procedures to present, implement, design, construct and administer construction/design services contracts on all new, and renovated or remodeled County capital projects. The division also, provides "programmatic" design services for customers to identify future space and building needs prior to contracted architectural design services. The division also manages all County owned rental property.

ENGINEERING

Provides professional services for all County highway construction projects, corridor studies, traffic studies, safety studies and drainage issues. Manages all highway design, construction management and construction contracts. Provides engineering guidance to Highway Operations Division. Manages the county bridge and culvert inspection program. Manages the countywide annual paving program including paving at substations and U.W. Waukesha. Manage the Local road improvement program for WisDoT. Manages land acquisition for County highway construction and building projects. Manages Access Control and Utility Permitting along county highways Facilities Maintenance: The purpose of the Waukesha County Facility Management Department is to coordinate the physical workplace with the people and work of the organization, to utilize the most efficient and cost-effective facility management practices, to preserve and extend the useful life of the facilities, and to provide the highest quality and value to the County's stakeholders.

FACILITIES MAINTENANCE

The purpose of the Waukesha County Facility Management Division is to coordinate the physical workplace with the people and work of the organization, to utilize the most efficient and cost-effective facility management practices, to preserve and extend the useful life of the facilities, and to provide the highest quality and value to the County stakeholders.

FLEET MAINTENANCE

Provides for the maintenance and repair of all county-owned motorized equipment. The operation includes a county-wide fuel dispensing system; a stockroom to furnish parts and supplies for vehicle repair and maintenance; the operation of a service truck for maintaining equipment in the field; the maintenance of a database of vehicle repair costs, receiving, setup and issuing of all new vehicles and equipment to County departments; and disposal of surplus vehicles and equipment for County departments. Other activities include assisting the Department of



Administration – Purchasing Division in the development of equipment specifications and in the evaluation of bids, assisting user departments in making vehicle maintenance, repair, and replacement decisions and exploring the use of new technologies (electronic diagnostics, alternative fuels, etc.) for improving the County's fleet capability. This division also provides repair and maintenance services to external customers.

HIGHWAY OPERATIONS

The Highway Operations Division provides service directly to the public by keeping County trunk highways safe and well maintained. This includes plowing, and salting in the winter; patching highway pavement and shoulders; mowing of roadsides and median strips; cutting back vegetation from the right of way; clearing culverts, drainage ditches and catch basins; concrete and asphalt repair. To perform these tasks, the division operates a fleet of vehicles and equipment at the Highway Operations Center and at four substations located throughout the County.

The Operations Division also provides services to other County departments and municipalities (such as pavement marking) on a cost reimbursement basis.

The Highway Operations Division also provides the necessary labor, equipment, and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation. Maintenance tasks performed include plowing, salting and sanding in winter; highway pavement repair; pavement marking; mowing and vegetation control in summer. Minor construction projects are performed by agreement with the State.

Please bring your completed survey with you to the stakeholder meeting as it will form the basis of our discussion. Your survey will be collected (anonymously) at the end of that session. As we finalize the strategic planning process, we will provide you with the results of our findings. Thank you in advance for your participation in this important effort.

STAKE HOLDER TABULATIONS

1. Please indicate the importance of the following programs and services.							
1= No importance, 5 = High Importance, DK = Don't Know							
Airport	Respondents	1	2	3	4	5	DK
County Group	7	0	0	2	3	1	1
Vendor Group	6	0	0	1	3	2	0
Business Group & Govt Utilities' Group	9	1	1	0	4	2	1
Total	22	1	1	3	10	5	2
Percentage		4.5%	4.5%	13.6%	45.5%	22.7%	9.1%
Providing a Space for Corporate Aviation	Respondents	1	2	3	4	5	DK
County Group	7	0	0	3	1	1	2
Vendor Group	6	0	1	0	3	2	0
Business Group & Govt Utilities' Group	9	1	1	1	3	2	1
Total	22	1	2	4	7	5	3
Percentage		4.5%	9.1%	18.2%	31.8%	22.7%	13.6%
Appearance/Maintaining County Vehicles	Respondents	1	2	3	4	5	DK
County Group	7	0	0	2	4	1	0
Vendor Group	6	0	0	4	0	2	0
Business Group & Govt Utilities' Group	9	0	1	6	2	0	0
Total	22	0	1	12	6	3	0
Percentage		0.0%	4.5%	54.5%	27.3%	13.6%	0.0%
Winter Maintenance of Roads	Respondents	1	2	3	4	5	DK
County Group	7	0	0	0	7	0	0
Vendor Group	6	0	0	0	1	5	0
Business Group & Govt Utilities' Group	9	0	0	0	1	8	0
Total	22	0	0	0	9	13	0
Percentage		0.0%	0.0%	0.0%	40.9%	59.1%	0.0%
Filling Potholes	Respondents	1	2	3	4	5	DK
County Group	7	0	0	0	1	6	0
Vendor Group	6	0	0	0	2	4	0
Business Group & Govt Utilities' Group	9	0	0	2	5	2	0
Total	22	0	0	2	8	12	0
Percentage		0.0%	0.0%	9.1%	36.4%	54.5%	0.0%



1. Please indicate the importance of the following programs and services.				... continued			
1= No importance, 5 = High Importance, DK = Don't Know							
Highway Signage Maintenance	Respondents	1	2	3	4	5	DK
County Group	7	0	1	2	1	3	0
Vendor Group	6	0	0	3	2	1	0
Business Group & Govt Utilities' Group	9	0	0	7	1	1	0
Total	22	0	1	12	4	5	0
Percentage		0.0%	4.5%	54.5%	18.2%	22.7%	0.0%
Aesthetically Pleasing County Roadways	Respondents	1	2	3	4	5	DK
County Group	7	0	3	4	0	0	0
Vendor Group	6	0	1	4	1	0	0
Business Group & Govt Utilities' Group	9	0	3	5	1	0	0
Total	22	0	7	13	2	0	0
Percentage		0.0%	31.8%	59.1%	9.1%	0.0%	0.0%
Mowing Medians and Roadsides	Respondents	1	2	3	4	5	DK
County Group	7	1	1	4	1	0	0
Vendor Group	6	0	2	2	2	0	0
Business Group & Govt Utilities' Group	9	0	0	5	4	0	0
Total	22	1	3	11	7	0	0
Percentage		4.5%	13.6%	50.0%	31.8%	0.0%	0.0%
Cleanliness of County Buildings	Respondents	1	2	3	4	5	DK
County Group	7	0	0	2	5	0	0
Vendor Group	6	0	0	2	4	0	0
Business Group & Govt Utilities' Group	9	0	1	4	3	1	0
Total	22	0	1	8	12	1	0
Percentage		0.0%	4.5%	36.4%	54.5%	4.5%	0.0%
Maintaining County Buildings	Respondents	1	2	3	4	5	DK
County Group	7	0	0	0	4	3	0
Vendor Group	6	0	0	1	3	2	0
Business Group & Govt Utilities' Group	9						
Total	22	0	0	1	7	5	0
Percentage		0.0%	0.0%	4.5%	31.8%	22.7%	0.0%



1. Please indicate the importance of the following programs and services.				... continued			
1= No importance, 5 = High Importance, DK = Don't Know							
Aesthetically Pleasing Buildings	Respondents	1	2	3	4	5	DK
County Group	7	0	0	6	0	1	0
Vendor Group	6	0	1	1	4	0	0
Business Group & Govt Utilities' Group	9		1	4	4		
Total	22	0	2	11	8	1	0
Percentage		0.0%	9.1%	50.0%	36.4%	4.5%	0.0%
Providing Bus Service	Respondents	1	2	3	4	5	DK
County Group	7	0	2	1	1	3	0
Vendor Group	6	0	2	2	2	0	0
Business Group & Govt Utilities' Group	9	0	1	3	5	0	0
Total	22	0	5	6	8	3	0
Percentage		0.0%	22.7%	27.3%	36.4%	13.6%	0.0%
Providing Transit Service to the Disabled	Respondents	1	2	3	4	5	DK
County Group	7	0	0	0	3	3	1
Vendor Group	6	0	0	0	3	3	0
Business Group & Govt Utilities' Group	9	0	0	6	3	0	0
Total	22	0	0	6	9	6	1
Percentage		0.0%	0.0%	27.3%	40.9%	27.3%	4.5%
Intersection Improvements (i.e., traffic signals, roundabouts, etc.)	Respondents	1	2	3	4	5	DK
County Group	7	0	0	3	1	2	1
Vendor Group	6	0	0	1	4	1	0
Business Group & Govt Utilities' Group	8	0	0	2	6	0	0
Total	21	0	0	6	11	3	1
Percentage		0.0%	0.0%	28.6%	52.4%	14.3%	4.8%

2. Please rate your satisfaction with the following programs and services.

1= dissatisfied, 5 = very satisfied, DK = Don't Know

	Respondents	1	2	3	4	5	DK
Airport							
County Group	7	0	0	1	2	0	4
Vendor Group	6	0	0	0	1	0	5
Business Group & Govt Utilities' Group	9	0	0	1	4	0	4
Total	22	0	0	2	7	0	13
Percentage		0.0%	0.0%	9.1%	31.8%	0.0%	59.1%
Maintaining Vehicles							
County Group	7	0	0	0	2	2	3
Vendor Group	6	0	0	1	2	2	1
Business Group & Govt Utilities' Group	9			2	4	1	2
Total	22	0	0	3	8	5	6
Percentage		0.0%	0.0%	13.6%	36.4%	22.7%	27.3%
Winter maintenance of Roads							
County Group	7	0	1	0	3	3	0
Vendor Group	6	0	0	1	2	2	1
Business Group & Govt Utilities' Group	9	0	0	1	5	3	0
Total	22	0	1	2	10	8	1
Percentage		0.0%	4.5%	9.1%	45.5%	36.4%	4.5%
Filling Potholes							
County Group	7	0	1	1	3	1	1
Vendor Group	6			1	3	1	1
Business Group & Govt Utilities' Group	9			4	4	1	
Total	22	0	1	6	10	3	2
Percentage		0.0%	4.5%	27.3%	45.5%	13.6%	9.1%
Expanding County Highway System							
County Group	7	0	1	1	3	1	1
Vendor Group	6	0	0	2	3	0	1
Business Group & Govt Utilities' Group	9	0	1	3	5	0	0
Total	22	0	2	6	11	1	2
Percentage		0.0%	9.1%	27.3%	50.0%	4.5%	9.1%



2. Please rate your satisfaction with the following programs and services.				... continued			
1= dissatisfied, 5 = very satisfied, DK = Don't Know							
Maintaining County Highways	Respondents	1	2	3	4	5	DK
County Group	7	0	1	1	2	3	0
Vendor Group	6	0		2	3	0	1
Business Group & Govt Utilities' Group	9			1	7	1	
Total	22	0	1	4	12	4	1
Percentage		0.0%	4.5%	18.2%	54.5%	18.2%	4.5%
Widening County Highways	Respondents	1	2	3	4	5	DK
County Group	7	1	0	2	3	1	0
Vendor Group	6			2	3		1
Business Group & Govt Utilities' Group	9			4	5		
Total	22	1	0	8	11	1	1
Percentage		4.5%	0.0%	36.4%	50.0%	4.5%	4.5%
Traffic Signals	Respondents	1	2	3	4	5	DK
County Group	7	0	1	1	3	2	0
Vendor Group	6	0	0	2	3	0	1
Business Group & Govt Utilities' Group	9			2	5		2
Total	22	0	1	5	11	2	3
Percentage		0.0%	4.5%	22.7%	50.0%	9.1%	13.6%
Highway Signage Update	Respondents	1	2	3	4	5	DK
County Group	7	0	1	0	2	2	2
Vendor Group	6	0	0	3	2	0	1
Business Group & Govt Utilities' Group	9			2	7		
Total	22	0	1	5	11	2	3
Percentage		0.0%	4.5%	22.7%	50.0%	9.1%	13.6%
Aesthetically Pleasing Roadways	Respondents	1	2	3	4	5	DK
County Group	7	0	0	2	4	1	0
Vendor Group	6	0	0	2	3	0	1
Business Group & Govt Utilities' Group	9	0	2	1	6	0	0
Total	22	0	2	5	13	1	1
Percentage		0.0%	9.1%	22.7%	59.1%	4.5%	4.5%



2. Please rate your satisfaction with the following programs and services.

... continued

1= dissatisfied, 5 = very satisfied, DK = Don't Know

	Respondents	1	2	3	4	5	DK
Providing Transit Service to the Disabled							
County Group	7	0	0	1	0	2	4
Vendor Group	6	0	0	0	0	0	6
Business Group & Govt Utilities' Group	9	0	0	3	2	0	4
Total	22	0	0	4	2	2	14
Percentage		0.0%	0.0%	18.2%	9.1%	9.1%	63.6%
Building New County Buildings							
County Group	7	0	0	3	3	1	0
Vendor Group	6	0	0	0	3	1	2
Business Group & Govt Utilities' Group	9	0	0	1	2	0	6
Total	22	0	0	4	8	2	8
Percentage		0.0%	0.0%	18.2%	36.4%	9.1%	36.4%
Providing a Space for Corporate Aviation							
County Group	7	0	0	1	0	1	5
Vendor Group	6	0	0	0	0	0	6
Business Group & Govt Utilities' Group	9	0	0	3	1	0	5
Total	22	0	0	4	1	1	16
Percentage		0.0%	0.0%	18.2%	4.5%	4.5%	72.7%

3. Do you feel safe on county roads and in county buildings?

1= not safe at all, 5 = extremely safe, DK = Don't Know

	Respondents	1	2	3	4	5	DK
County Group	4	0	0	0	1	3	0
Vendor Group	6	0	0	0	2	4	0
Business Group & Govt Utilities' Group	5	0	0	0	1	4	0
Total	15	0	0	0	4	11	0
Percentage		0.0%	0.0%	0.0%	26.7%	73.3%	0.0%

4. How safe do you feel in county buildings?

1= not safe at all, 5 = extremely safe, DK = Don't Know

	Respondents	1	2	3	4	5	DK
County Group	7	0	0	1	2	4	0
Vendor Group	6	0	0	0	0	6	0
Business Group & Govt Utilities' Group	6	0	0	0	1	5	0
Total	19	0	0	1	3	15	0
Percentage		0.0%	0.0%	5.3%	15.8%	78.9%	0.0%



5. How safe do you feel on county roads?

1= not safe at all, 5 = extremely safe, DK = Don't Know

	Respondents	1	2	3	4	5	DK
County Group	7	0	0	0	4	3	0
Vendor Group	6	0	0	1	2	3	0
Business Group & Govt Utilities' Group	8	0	0	0	3	5	0
Total	21	0	0	1	9	11	0
Percentage		0.0%	0.0%	4.8%	42.9%	52.4%	0.0%

6. Based on YOUR knowledge of Waukesha County Department of Public Works, what is your perception or image of DPW?

1= Very Poor, 5 = Very Good, N/A (no experience with this department)

	Respondents	1	2	3	4	5	DK
County Group	7	0	0	0	2	5	0
Vendor Group	6	0	0	0	0	6	0
Business Group & Govt Utilities' Group	9	0	0	0	4	5	0
Total	22	0	0	0	6	16	0
Percentage		0.0%	0.0%	0.0%	27.3%	72.7%	0.0%

6. Based on YOUR knowledge of Waukesha County Department of Public Works, what is your perception or image of DPW?

... continued							
County Group Comments							
My perception is good. I don't believe the citizens are the same. 2 men in a truck							
Vendor Group Comments							
Have never had negative issue w/ DPW							
Well organized & well run DPW. An example for other counties.							
Business Group & Govt Utilities' Group							
Seems to do the job - streets are in fair shape. Buses biggest issue.							
While my interaction has been limited, each time I have staff has been pleasant and very helpful.							



7. What is the highest priority service provided by DPW and Why?								
County Group Comments								
<p>Transportation – Para transit routes for the elderly and disabled population and snow removal (e.g.. walkways and parking lots)</p> <p>Highway Operations is most important because highways (and their maintenance) are one of the most used and most visible services that the County provides.</p> <p>Provision of safe and direct roadway.</p> <p>Safe highways in winter saves lives.</p> <p>Winter maintenance for safety reasons.</p> <p>Maintaining road safety. This has the greatest impact on the greatest number of taxpayers – residents and businesses.</p>								
7. What is the highest priority service provided by DPW and Why?	... continued							
Vendor Group Comments								
<p>Plowing – Safety of traveling public.</p> <p>Strategy and delivery of maintenance expansion and overall oversight of county system. Needs are appropriately identified in a timely manner and moved through the process well.</p> <p>Maintaining Public Roads Year round. Needed for Public Transportation.</p> <p>Highway Operations – has the major responsibility to maintain/ keep roadways open for business, emergencies and schools etc. critical to our daily lives.</p> <p>Transportation, safe & well maintained infrastructure.</p> <p>Highway operations keeps everyone safe which has to be first & foremost</p>								
Business Group & Govt Utilities' Group								
<p>Winter maintenance, safety to traveling public</p> <p>Maintaining the road infrastructure, because it is what a majority of the DPW's "customers" use on a daily basis.</p> <p>The road & maintenance have a direct impact on our business.</p> <p>Maintain safe county roads year round.</p> <p>Highway Operations and Engineering. These go hand in hand since they both affect 100's of thousands of motorists every day & if done well keep people safe.</p> <p>Highway operations affects entire population of county residences every day.</p> <p>Road safety & maintenance impact greatest # of people, quality of life in WC, & important to flow of goods, services & people.</p> <p>Streets clear, safe, pothole free. My business depends on it.</p> <p>Road safety and maintenance</p>								



8. What do you see as DPW's strengths?								
<u>County Group Comments</u>								
<p>Using available technology. Technical expertise. Adequate, well maintained equipment.</p> <p>It's people – pleasant, positive.</p> <p>Customer service and timely response.</p> <p>Strong upper management and push for innovation.</p> <p>Excellent and professional staff who work efficiently with limited resources.</p> <p>The union/ management struggles continue overtime?</p> <p>A high functioning cohesive department. It is clear who should be contacted from each division to meet each need. Given the job diversity of the department this is no small task.</p>								
<u>Vendor Group Comments</u>								
<p>Their personnel & common sense approach to spending tax \$ wisely.</p> <p>Staff knowledge, expertise and experience. Knowing the state process and working the strengths of both County processes and state requirements/ opportunities.</p> <p>Maintaining those roads.</p> <p>Knowledgeable people at key positions: administration, engineering, fleet maint., highway operations.</p> <p>Transportation, strong leadership</p> <p>Innovative & focused on reducing energy consumption.</p>								
8. What do you see as DPW's strengths?	... continued							
<u>Business Group & Govt Utilities' Group</u>								
<p>Quality, professional management.</p> <p>Roads Clearing</p> <p>Effective leadership of organization & high quality services.</p> <p>Knowledgeable, experience, dedication usually equals efficient operations.</p> <p>Addressing capacity needs on County Highways and improving intersections for safety and congestion issues.</p> <p>People/ Great leaders which flows to average employee out in the field.</p> <p>My experience as been that they are very upfront and communicate well.</p> <p>Good customer service and responsive to customer's needs.</p> <p>Winter Maintenance</p>								



9. What do you see as DPW's weaknesses?								
<u>County Group Comments</u>								
<p>Nothing to note at this time</p> <p>There are some issues in mid-level management that are not conducive to overall effectiveness.</p> <p>There is a non-existent, county-wide transit system for this County. I believe that there should be a united system of transportation allowing a workforce to travel across the County to jobs throughout the County.</p> <p>Response to citizens in a timely nature w/ follow-ups. Need to maintain what we have.</p> <p>Funding Issues. Multiple overlapping jurisdictions. Vulnerability to energy prices.</p> <p>There is an impression that staff and senior level management don't always communicate well. Also those who work in substations or "in the field" don't communicate as well with administration.</p>								
9. What do you see as DPW's weaknesses?	... continued							
<u>Vendor Group Comments</u>								
<p>Partnership with D.O.T seems strained & has room for improvement.</p> <p>Through no fault of its own, lack of autonomy with respect to decision-making and schedule/ budget/ delivery parameters for projects under its jurisdiction and oversight.</p> <p>Succession plan.</p> <p>Master planning. Facilities Management. Silo Structure.</p> <p>Succession planning.</p>								
<u>Business Group & Govt Utilities' Group</u>								
<p>Signing repairs, security issues at salt domes.</p> <p>None that I have observed.</p> <p>I have not had a negative experience to date.</p> <p>Can't say I have seen any problems.</p> <p>Maintaining aesthetically appealing roadways - particularly turf maintenance - recognizing that the State DOT only asks for it 1/ year - but in urban areas it should be at least monthly during growing season.</p> <p>Look outside the box. Look for partner opportunities to share cost & services with other municipal operations.</p> <p>I am unaware of any glaring weaknesses. I'm sure tight finances can make maintenance of roads & facilities challenging.</p> <p>Snow pot holes. Bus Service from MKE. Seeing what a gem airport is.</p> <p>Public Knowledge of depth of department responsibilities. Page 1 &2 [Introduction]</p>								



10. How can CURRENT programs and services be improved?									
County Group Comments									
<p>Imagine that the programs and services are YOURS and/ or your FAMILIES. Be goal driven.</p> <p>Reports from HHS reflect a strong satisfaction with the current response and implementation process.</p> <p>Consider more privatization and make necessary changes where/ when feasible.</p> <p>Somehow – all of the effort moving buses within the City of Waukesha needs to be transferred to a county wide system</p> <p>Share services with other units of government. Maintain what we have. Extend years for replacement of vehicles. New vehicles are lasting much longer, most expenses come in 1st, 2nd, and 3rd year of depreciation.</p> <p>Continued investment in technology and training.</p> <p>A more direct public touch is needed. Not sure if this means additional means of communication or increased marketing of services.</p>									
Vendor Group Comments									
<p>Need to get more taxpayer input & involvement.</p> <p>Some level of “summit” with WCA, WisDOT, legislature and others to identify ways to streamline processes, oversight, program development and delivery, etc.</p> <p>Informing the public that services are available. Letting business know details on the airport plans and services it supplies.</p> <p>Invest resources in master planning. Procure strong leadership in Facilities Management. Evaluate structure of divisions, promote collaboration, innovation, lean practices.</p> <p>Make sure all facilities are properly maintained & operating to their highest possible performance. Maintain focus on high performing buildings.</p>									
10. How can CURRENT programs and services be improved?									
Business Group & Govt Utilities' Group									
<p>Roads can always be improved.</p> <p>Partner with towns for road repairing, sign purchases, salt, grass cutting,</p> <p>Cut grass more frequently. Move more quickly on highway capacity improvements.</p> <p>Possibly start with early Spring road repairs.</p> <p>We find staff to be very proactive and helpful. I would encourage leadership to reward staff for their superior dedication to their work.</p> <p>Possibly more PR/ community education events.</p> <p>Technology advances on patrol trucks</p>									



11. What NEW or existing programs or services (if any) should be added; to address new emerging or unmet needs?

County Group Comments									
<p>Work w/ other gov't. Contract more. Add a focus on communications in all programs and services. Make sure ALL Co. roads are on a maintenance/ repair schedule so each road's need is addresses b/4 cycling through them again. Example no one road fixed a second time b/4 all have been fixed once.</p> <p>Nothing to note at this time.</p> <p>A more developed and complete transit system.</p> <p>Shared services or purchasing opportunities. Drainage related plans and programs. Sustainability related.</p> <p>Unsure. If anything it would be increasing usage of existing services. For instance, increased usage of transportation – buses, airport, vanpool.</p>									

11. What NEW or existing programs or services (if any) should be added; to address new emerging or unmet needs?

Vendor Group Comments									
<p>Economic development needs to be the County's main focus & should drive the County's direction while maintaining safety of the County population.</p> <p>Additional staff resources to oversee the required highway improvement and maintenance program, and clarity on Local Program Management expectations, limitations, and factors driving program delivery.</p> <p>Economic Development.</p> <p>Fleet expansion of plow & anti-ice units to address additional lane miles that are being serviced with widened highways & new roadways being built.</p>									
Business Group & Govt Utilities' Group									
<p>From our perspective, I don't see unmet needs in our relationship with the county.</p> <p>Electronic permitting. E-rooms - Utility Coordination</p> <p>I think the vanpool idea is great & I hope it gets utilized, because there continues to e a need to get qualifies workers to employers with open positions.</p>									



DEPARTMENT OF PUBLIC WORKS STRATEGIC PLAN

12. To what degree do the following DPW divisions provide good customer service?							
1= Very Poor, 5 = Very Good, N/A (no experience with this department)							
Administration	Respondents	1	2	3	4	5	N/A
County Group	7	0	0	4	3	0	0
Vendor Group	6	0	0	0	2	4	0
Business Group & Govt Utilities' Group	9	0	0	0	4	4	1
Total	22	0	0	4	9	8	1
Percentage		0.0%	0.0%	18.2%	40.9%	36.4%	4.5%
Airport	Respondents	1	2	3	4	5	N/A
County Group	7	0	0	1	1	2	3
Vendor Group	6	0	0	0	0	1	5
Business Group & Govt Utilities' Group	9	0	0	0	2	2	5
Total	22	0	0	1	3	5	13
Percentage		0.0%	0.0%	4.5%	13.6%	22.7%	59.1%
Architectural Services	Respondents	1	2	3	4	5	N/A
County Group	7	0	1	1	2	3	0
Vendor Group	6	0	0	1	0	1	4
Business Group & Govt Utilities' Group	9	0	0	0	3	0	6
Total	22	0	1	2	5	4	10
Percentage		0.0%	4.5%	9.1%	22.7%	18.2%	45.5%
Engineering	Respondents	1	2	3	4	5	N/A
County Group	7	0	0	1	2	2	2
Vendor Group	6	0	0	1	1	3	1
Business Group & Govt Utilities' Group	9	0	0	0	7	1	1
Total	22	0	0	2	10	6	4
Percentage		0.0%	0.0%	9.1%	45.5%	27.3%	18.2%
Facilities Management	Respondents	1	2	3	4	5	N/A
County Group	7	0	0	1	0	6	0
Vendor Group	6	0	0	2	0	2	2
Business Group & Govt Utilities' Group	9				3	1	5
Total	22	0	0	3	3	9	7
Percentage		0.0%	0.0%	13.6%	13.6%	40.9%	31.8%
Fleet	Respondents	1	2	3	4	5	N/A
County Group	7	0	0	1	3	3	0
Vendor Group	6	0	0	0	0	3	3
Business Group & Govt Utilities' Group	9	0	0	0	4	0	5
Total	22	0	0	1	7	6	8
Percentage		0.0%	0.0%	4.5%	31.8%	27.3%	36.4%
Highway Operations	Respondents	1	2	3	4	5	N/A
County Group	7	0	0	1	2	2	2
Vendor Group	6	0	0	0	2	4	0
Business Group & Govt Utilities' Group	9	0	0	1	6	1	1
Total	22	0	0	2	10	7	3
Percentage		0.0%	0.0%	9.1%	45.5%	31.8%	13.6%



13. If the DPW budget was significantly increased, what changes would you establish within DPW?								
<u>County Group Comments</u>								
Transit Services								
Look for and consider technology upgrades that could improve/ streamline operations.								
A highly developed public transportation system.								
More round-abouts = less traffic deaths. All culverts/ bridges highest repair. Maintain All County roads/ drainage ditches culverts.								
Improved technology. Enhanced maintenance schedules.								
Increase Capital Plans. Update/ upgrade vehicles. Sustainability improvements that could save money long-term. Remove the courthouse. More roadway construction.								
<u>Vendor Group Comments</u>								
Utilize \$'s to increase infrastructure & make Waukesha County an attractive place to locate a business & line.								
A balance between more internal oversight and administrative resources (programmers, project managers, etc.) and money to increase the highway maintenance and improvements capital program.								
Update all Equipment.								
Allow for expansion of Highway Operations & Fleet Maintenance to continue upgrade the tools necessary to maintain an expanded fleet.								
Invest in people & technology (Systems/ Controls)								
Add sustainability programs to educate DPW employees.								
<u>Business Group & Govt Utilities' Group</u>								
Pavement repairs, preventative Maintenance								
Greater Focus on roadway Safety								
Improve roadways more swiftly in accordance with 2035 Transportation Plan.								
Road intersection Improvements. RoundABOUTS. Building Maintenance.								
Not sure - possibly invest more in road repair.								
Use \$ to shore up pent up backlog in repairs. Make up ↓ in state transit aid reductions.								



14. If the DPW budget was significantly decreased, what changes would you establish within DPW?									
County Group Comments									
I do not feel qualified to respond to this question, DPW would be in a better position to assess its structural process, budget assumptions and workload implications.									
Consider outsourcing Architectural Services. Consider merging some Highway Operations responsibilities with municipalities.									
Eliminate County responsibility for an airport.									
Merge w/ other Co. dept. No grass cutting. More contracting. Cut in employees. Extend vehicle's years of service . Work with other gov't.									
Outsourced services. Decrement maintenance. Deferred new construction.									
Reduce Capital Plans. Road Maintenance in place of construction. Stop building construction or remodeling.									
Vendor Group Comments									
Better analyze what services private industry cs. County gives the best value. Can more services be out sourced to private industry vs. performing the "in-house"?									
I have no ideas here, though perhaps privatization of some maintenance and technical services areas might need to be investigated.									
Limit public transit.									
Strategic partnerships & outsourcing on an as-needed basis									
Business Group & Govt Utilities' Group									
Would need to better understand budget details. My gut is to say not much. Possibly additional outsourcing, like transit service delivery is currently.									
Look to more outsourcing to private sector.									
Limit new new construction of bldgns									
Reduce airport operations - ever consider privatizing it.									
Reduce transit									
Slow down building construction									
Cutting back some of the non-essential services such as mowing frequency, etc.									
Any non-safety maintenance operations.									



15. To what degree do you feel as though your ideas are heard?

Rate 1= Low 5 = high N/A = (no experience with this department)

	Respondents	1	2	3	4	5	N/A
County Group	7	0	0	1	2	3	1
Vendor Group	6	0	0	0	2	4	0
Business Group & Govt Utilities' Group	8	0	1	0	3	3	1
Total	21	0	1	1	7	10	2
Percentage		0.0%	4.8%	4.8%	33.3%	47.6%	9.5%

County Group Comments

They are heard? Wonder about reasons for implementing YES or NOT.

16. Have you ever contacted DPW with a request or concern? How satisfied was the response you received?

1= Very Poor, 5 = Very Good, N/A (no experience with this department)

	Respondents	1	2	3	4	5	N/A
County Group	7	0	1	1	5	0	0
Vendor Group	6	0	0	0	1	3	2
Business Group & Govt Utilities' Group	8	0	0	0	3	2	3
Total	21	0	1	1	9	5	5
Percentage		0.0%	4.8%	4.8%	42.9%	23.8%	23.8%

County Group Comments

Most responses were timely for me. Must be improved for citizens: communicate more.

My contacts have been limited to Administration.

Most of my requests are facilities related. My experience is extremely positive. Staff at all levels, in this division are great!

Willingness to work with private sector to help develop solutions for fleet.

Business Group & Govt Utilities' Group

Keys professionalism and openness to listen to concerns. Have had both when I had issues.



17. Do you have any other comments about DPW or this survey you would like to share?									
<u>County Group Comments</u>									
Circuit Court Services has an excellent working relationship with DPW.									
Questions 1 and 2 were hard for me. I had trouble w/ #2 satisfaction vs. importance. I would like to see the DPW more goal driven and objective based.									
I would suspect that WC DPW compares very favorably to similar WI organizations. Wisconsin divides maintenance responsibilities among too many jurisdictions.									
The fact that you are updating/ redoing strategic planning at all speaks volumes about your focus on customer service and performance! Excellent job!									
<u>Vendor Group Comments</u>									
How does park and rec relate to the DPW? Is there duplication of effort between these two groups and/ or other arms of the County?									
Not really open discussion.									
<u>Business Group & Govt Utilities' Group</u>									
Thank you for seeking our input!									
I think it is excellent that Waukesha County staff are reaching out to get comments and suggestions from their customers and partners.									
I have a very positive general impression of the Dew, but am not knowledgeable in all aspects of the dept.									
Overall County Government in Waukesha is about average compared to peer group. Solid financial management and business									



18. How do you rate us as project/business partners?							
1= Very Poor, 5 = Very Good, N/A (no experience with this department)							
	Respondents	1	2	3	4	5	N/A
County Group	7	0	1	2	4	0	0
Vendor Group	6	0	0	0	0	6	0
Business Group & Govt Utilities' Group	8	0	0	0	4	4	0
Total	21	0	1	2	8	10	0
Percentage		0.0%	4.8%	9.5%	38.1%	47.6%	0.0%
County Group Comments							
Communications could improve i.e.; written, verbal, pictures, graphs/ charts, use of Facebook etc, new technology. Excellent. Very helpful during GASB 34 Prep.							
What is your impression of County Land Acquisition?							
County Group Comments							
Don't know much about County Land Acquisition. Actually thought that was a function of Parks Dept. Professional and Ethical County doesn't take land by eminent domain. County should buy land above, there are willing sellers. Co. land is being developed very fast & Co. should buy land if it fits in present parks and open space plans. Very efficient from an administration standpoint.							
Vendor Group Comments							
Excellent experience and ability to deliver, particularly in the context of what typically is provided/ delivered on the WisDOT side. Less protocol and process/ approval steps and complications... more day to day "get the job done" know-how capabilities. ?							
Business Group & Govt Utilities' Group							
Not too familiar with the details. My experience with acquisition has been good from start to finish. Impressive with time on settlements.							
What is your impression of Highway Operations overall appearance (vehicles, employees, attitudes, work zones)?							
County Group Comments							
Very Good Overall HHS experience has been positive. DPW staff are professional and responsive to request and identified issues/ concerns. Excellent from what I can see. Roads are well maintained and (for the most) free of snow and ice. Trucks and employees are presented professionally. Professional vehicles – very good, employees – need improvement, attitudes – need improvement, work zones – too many employees involved. Very professional.							
Vendor Group Comments							
Good though I don't have a lot of context to bring to this topic. Never encountered a problem with equipment or with staff, good people to work with. Excellent							
Business Group & Govt Utilities' Group							
From what I have seen my experiences have been good. Do great job on mowing, plowings. Attitudes been good.							
Now that we have had a discussion with you, would you change any answers on your questionnaire?							
County Group Comments							
1 & 2 questions							
Vendor Group Comments							
No No, but very informative. I learned a lot.							



APPENDIX D: DEPARTMENT OF PUBLIC WORKS EMPLOYEE QUESTIONNAIRE

EXECUTIVE SUMMARY

As part of the Waukesha County Department of Public Works (DPW) Strategic Planning process, a survey of all DPW employees was conducted. Each division within DPW conducted the survey process: Administration; Airport; Architectural Services; Central Fleet Maintenance; Engineering; Facilities Maintenance, and Highway Operations. The purpose of this survey was twofold:

1. To determine whether the department wide SWOT (strengths, weaknesses, opportunities and threats) identified by the core strategic planning team were validated by the employees; and
2. To determine if there was new SWOT's, ideas, or thoughts the core team had not identified.

An employee survey, consisting of 20 questions, was completed in mid-January 2012. One hundred twenty eight (128) surveys were handed out with 126 surveys completed and returned for a 98.4% response rate. Individual results were combined, tabulated and audited to assure accuracy for analysis.

The departmental wide results of this questionnaire validated many of our unidentified SWOT's. Those strongly supported are summarized below.

STRENGTHS

- Our employees believe we have a strong customer service focus.
- Many comments throughout the survey indicated a strong pride for the focus on customer service in the department, particularly to those customers outside of Public Works. On a scale of 1 to 5, each division scored around a four or higher when rated by all the employees.
- Our employees believe we have high employee competence and knowledge.
- Responses to the survey include: strong job knowledge of staff at all levels; qualified, dedicated staff; hard working employees; experienced, knowledgeable well trained staff; its people; etc.

WEAKNESSES

- Our employees believe we have poor communication skills within our department and between divisions.
- Comments received from the question, "What do you see as DPW's weaknesses" include many responses such as: silos that prohibit strong work relations between divisions; silos; poor communication between divisions; lack of communication and leadership; communication; etc.
- Our employees also identified a need to improve our employee recognition.
- Comments received throughout the survey include: there needs to be some performance based pay system implemented; low morale; pay for performance; compliments go a long way in creating positive attitude and environment; etc.

OPPORTUNITIES

- Our employees validated a desire to evaluate the current departmental staffing structure, which could result in more efficient and higher quality services.
- When asked about how current programs and services could be improved or what new programs should be added, the answers often included reference to staffing and the structure of the department: combining divisions; more staff; study other organizations to better balance workload; the addition of staff for better departmental wide analysis of business systems; administrative support staff; add more specialty staff such as information technology coordinator, electricians, traffic engineers, risk manager; etc.
- Our employees validated a desire for additional and continuing education and training to maintain and achieve an appropriate level of service.
- There were many comments throughout the survey about the need for additional cross training and more training in general to promote better productivity.

THREATS

- Our employees validated the importance of keeping up with equipment and technology to ensure a proper level of service to our customers.
- Comments written on the survey include: More improved technology to get our jobs done better; acquire quality survey GPS unit; need to update equipment; invest in new technology; higher quality tools; more efficient equipment; more tools to do our jobs; etc.
- The survey results had many comments, which are recorded on the full survey report. Every employee comment is important to both the strategic planning process and to the success of an efficiently and effectively run department. However, for the purpose of this report, the results have been summarized. The full report with all comments is available for review.



EMPLOYEE SURVEY

INTRODUCTION

Waukesha County DPW is beginning a strategic planning process that will chart the direction of the department for the next 3 – 5 years. We are attempting to identify and forecast future changes and trends that may affect our service.

Your responses to this survey will provide us with valuable information and insights as we continue with our planning process. Please circle the appropriate rating and/or provide us with your comments. Your participation is extremely important to us.

Please respond to the survey on or before January 11, 2012. As we progress through the strategic planning process, we will provide you with periodic updates on our findings. Thank you in advance for your assistance in this important effort.

1) WHAT DIVISION DO YOU WORK FOR IN DPW?

Administration

Airport

Architectural Services

Engineering

Fleet

Facilities Management

Highway Operations

2) HOW LONG HAVE YOU BEEN EMPLOYED WITH DPW FOR?

0 - 5 years

6 - 10 years

11 - 15 years

16 – 20 years

More than 20 years

3) BASED ON YOUR KNOWLEDGE OF WAUKESHA COUNTY DEPARTMENT OF PUBLIC WORKS, WHAT IS YOUR PERCEPTION OR IMAGE OF DPW?

Low 1 2 3 4 5 High

Comments:

4) WHAT IS THE HIGHEST PRIORITY SERVICE PROVIDED BY YOUR DIVISION AND WHY?

Comments:

5) WHAT DO YOU SEE AS DPW'S STRENGTHS?

Comments:

6) WHAT DO YOU SEE AS DPW'S WEAKNESSES?

Comments:

7) HOW CAN CURRENT PROGRAMS AND SERVICES BE IMPROVED?

Comments:

8) WHAT PROGRAMS OR SERVICES (IF ANY) SHOULD BE DISCONTINUED?

Comments:

9) WHAT NEW PROGRAMS OR SERVICES (IF ANY) SHOULD BE ADDED TO ADDRESS NEW, EMERGING OR UNMET NEEDS?

Comments:

10) TO WHAT DEGREE DO THE FOLLOWING DPW DIVISIONS PROVIDE GOOD CUSTOMER SERVICE?

Administration	Low	1	2	3	4	5	High
Airport	Low	1	2	3	4	5	High
Architectural Services	Low	1	2	3	4	5	High
Engineering	Low	1	2	3	4	5	High
Facilities Management	Low	1	2	3	4	5	High
Fleet	Low	1	2	3	4	5	High
Highway Operations	Low	1	2	3	4	5	High

Comments:

11) IF THE DPW BUDGET WERE DOUBLED, WHAT CHANGES WOULD YOU ESTABLISH WITHIN DPW?

Comments:

12) HOW DO YOU RATE THE EFFECTIVENESS OF DPW LEADERSHIP?

Communication	Low	1	2	3	4	5	High
Leadership	Low	1	2	3	4	5	High
Attitude	Low	1	2	3	4	5	High
Effectiveness	Low	1	2	3	4	5	High
Fairness	Low	1	2	3	4	5	High

Comments:

13) TO WHAT DEGREE ARE YOU SATISFIED WITH YOUR WORK ENVIRONMENT?

Safety	Low	1	2	3	4	5	High
Cleanliness	Low	1	2	3	4	5	High
Security	Low	1	2	3	4	5	High
Comfort	Low	1	2	3	4	5	High

Comments:

14) TO WHAT DEGREE DO YOU FEEL YOU HAVE RECEIVED ENOUGH TRAINING TO COMPLETE YOUR JOB SUCCESSFULLY?

Low 1 2 3 4 5 High

Comments:

15) TO WHAT DEGREE DO YOU FEEL AS THOUGH YOUR IDEAS ARE HEARD?

Low 1 2 3 4 5 High

Comments:

16) TO WHAT DEGREE DO YOU BELIEVE THERE IS A SUCCESSION PLAN IN PLACE IN THE EVENT OF RETIREMENTS OR VACANCIES?

Low 1 2 3 4 5 High

Comments:



17)TO WHAT EXTENT DO YOU BELIEVE STAFF IS SUFFICIENTLY CROSS-TRAINED?

Low 1 2 3 4 5 High

Comments:

18)HOW WOULD YOU RATE COMMUNICATION?

Low 1 2 3 4 5 High

Comments:

19)TO WHAT EXTENT DO YOU FEEL THAT YOU HAVE THE TOOLS YOU NEED TO DO YOUR JOB EFFECTIVELY?

Technology

Low 1 2 3 4 5 High

Access to communication devices

Low 1 2 3 4 5 High

Comments:

20)DO YOU HAVE ANY OTHER COMMENTS ABOUT DPW OR THIS SURVEY YOU WOULD LIKE TO SHARE?

Comments:

QUESTIONNAIRE RESULTS

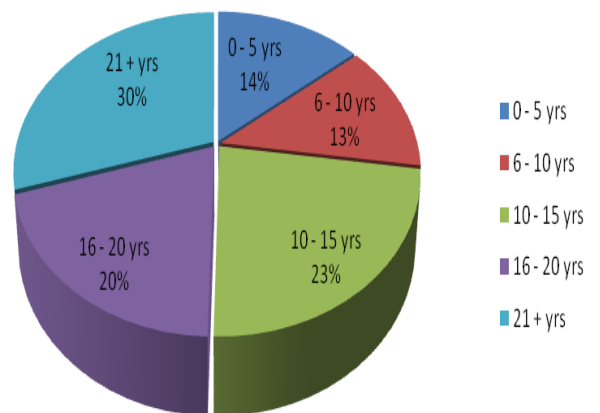
1) WHAT DIVISION DO YOU WORK FOR IN DPW?

	ADMINISTRATION	AIRPORT	ARCHITECTURAL SERVICES	ENGINEERING	FACILITIES	FLEET	HIGHWAY OPERATIONS	TOTAL
TOTAL EMPLOYEES SURVEYED	5	3	2	7	36	13	60	126
TOTAL POSSIBLE EMPLOYEES SURVEYED	5	3	2	7	38	13	60	128
PERCENTAGE OF RESPONSES	100%	100%	100%	100%	94.7%	100%	100%	98.4%

2) HOW LONG HAVE YOU BEEN EMPLOYED WITH DPW FOR?

	0-5 YEARS	6-10 YEARS	10-15 YEARS	16-20 YEARS	21+ YEARS	TOTAL
TOTAL EMPLOYEE RESPONSES	17	16	28	24	36	121
PERCENTAGE OF RESPONSES	14%	13.2%	23.1%	19.8%	29.8%	94.5%

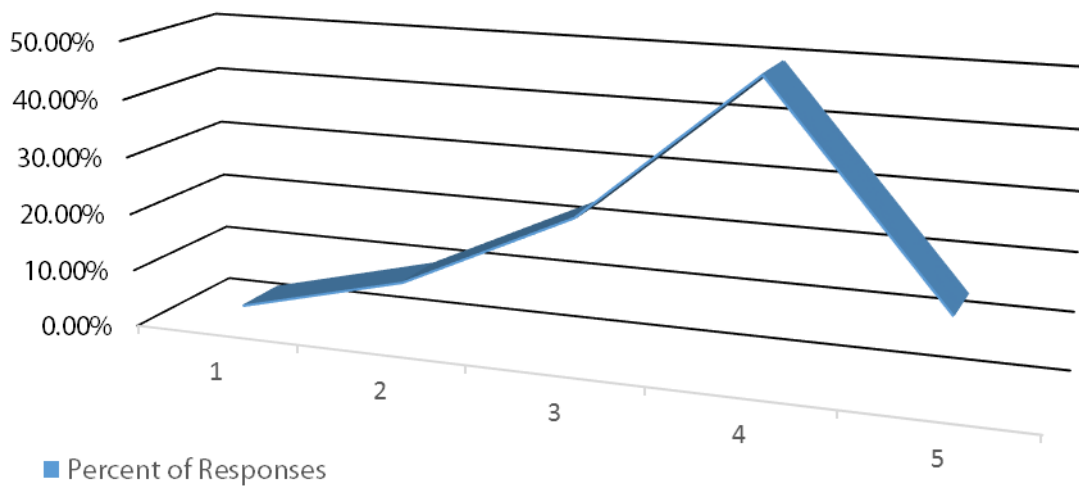
Years Employed with DPW



3) BASED ON YOUR KNOWLEDGE OF WAUKESHA COUNTY DEPARTMENT OF PUBLIC WORKS, WHAT IS YOUR PERCEPTION OR IMAGE OF DPW?

RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	3	12	29	60	17	121
PERCENTAGE OF RESPONSES	2.5%	9.9%	24.0%	49.6%	14.0%	94.5%

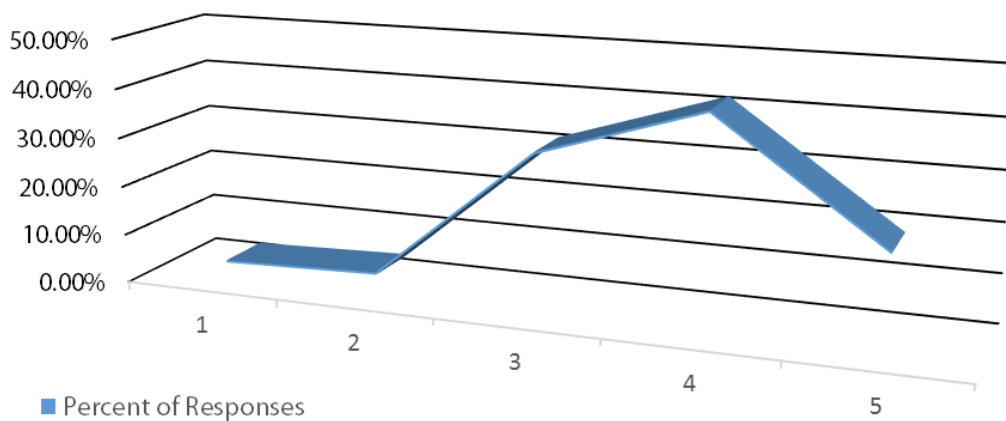
Perception of DPW



10) TO WHAT DEGREE DO THE FOLLOWING DPW DIVISIONS PROVIDE GOOD CUSTOMER SERVICE?

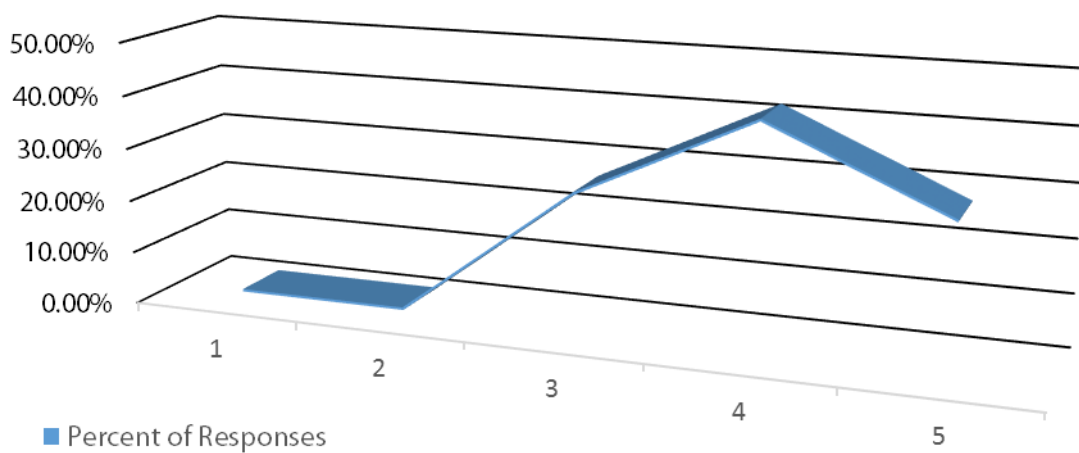
ADMINISTRATION						
RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	3	4	30	40	18	95
PERCENTAGE OF RESPONSES	3.2%	4.2%	31.6%	42.1%	18.9%	74.2%

ADMINISTRATION:
Customer Service



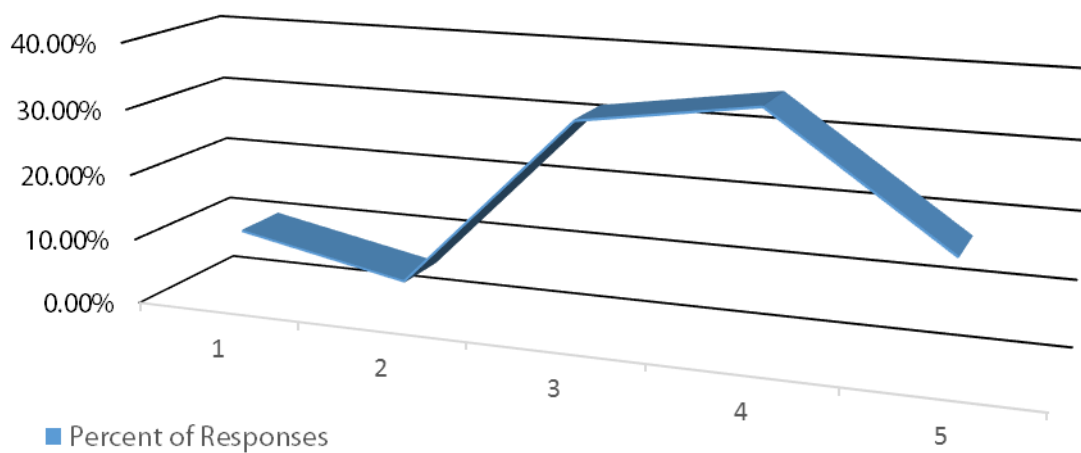
AIRPORT						
RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	1	1	20	32	21	76
PERCENTAGE OF RESPONSES	1.3%	1.3%	26.3%	42.1%	27.6%	59.4%

AIRPORT:
Customer Service



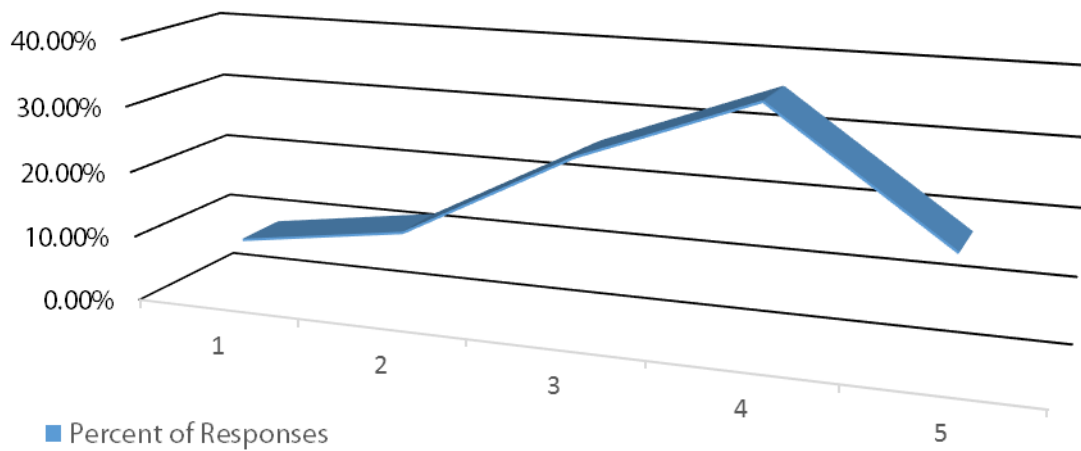
ARCHITECTURAL SERVICES						
RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	8	4	24	27	13	76
PERCENTAGE OF RESPONSES	10.5%	5.3%	31.6%	35.5%	17.1%	59.4%

ARCHITECTURAL SERVICES: Customer Service



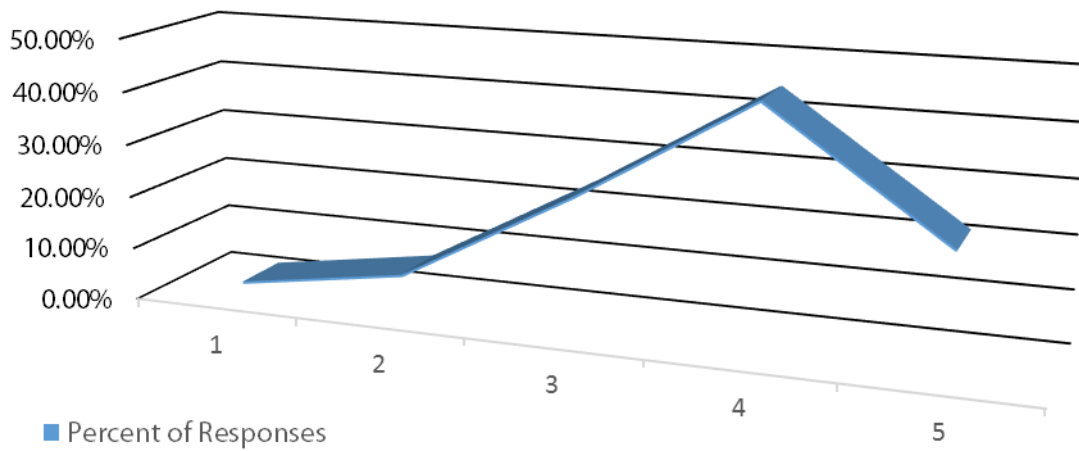
ENGINEERING						
RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	7	10	21	29	14	81
PERCENTAGE OF RESPONSES	8.6%	12.3%	25.9%	35.8%	17.3%	63.3%

ENGINEERING: Customer Service



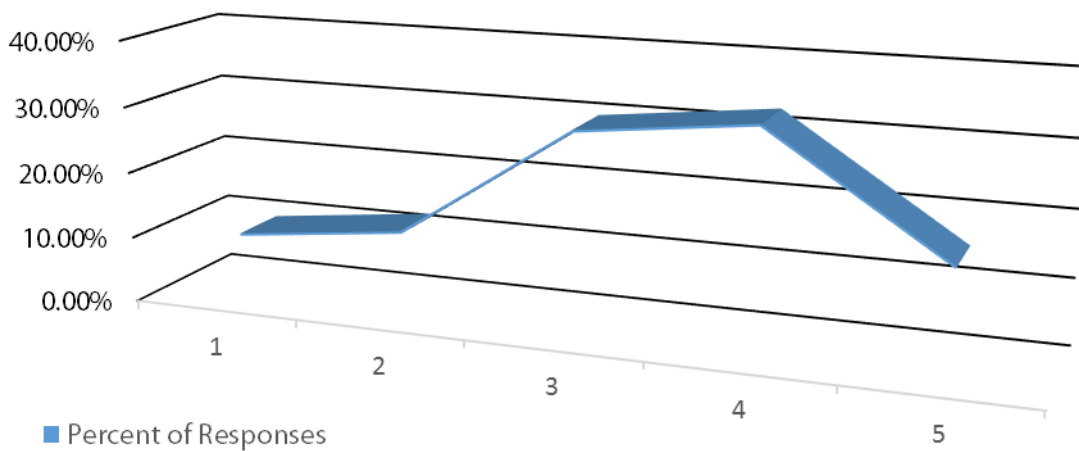
FACILITIES						
RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	2	7	25	45	22	101
PERCENTAGE OF RESPONSES	2.0%	6.9%	24.8%	44.6%	21.8%	78.9%

FACILITIES:
Customer Service



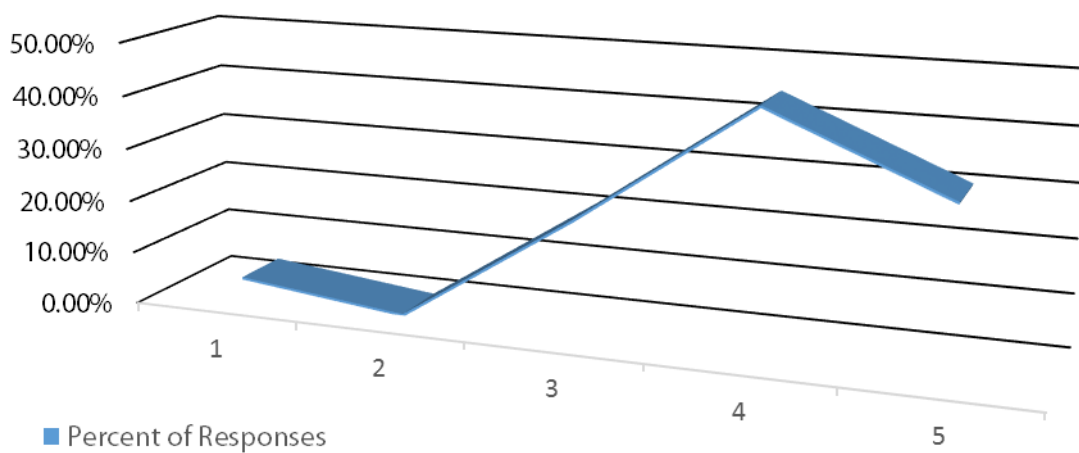
FLEET						
RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	10	13	31	34	16	104
PERCENTAGE OF RESPONSES	9.6%	12.5%	29.8%	32.7%	15.4%	81.3%

FLEET:
Customer Service



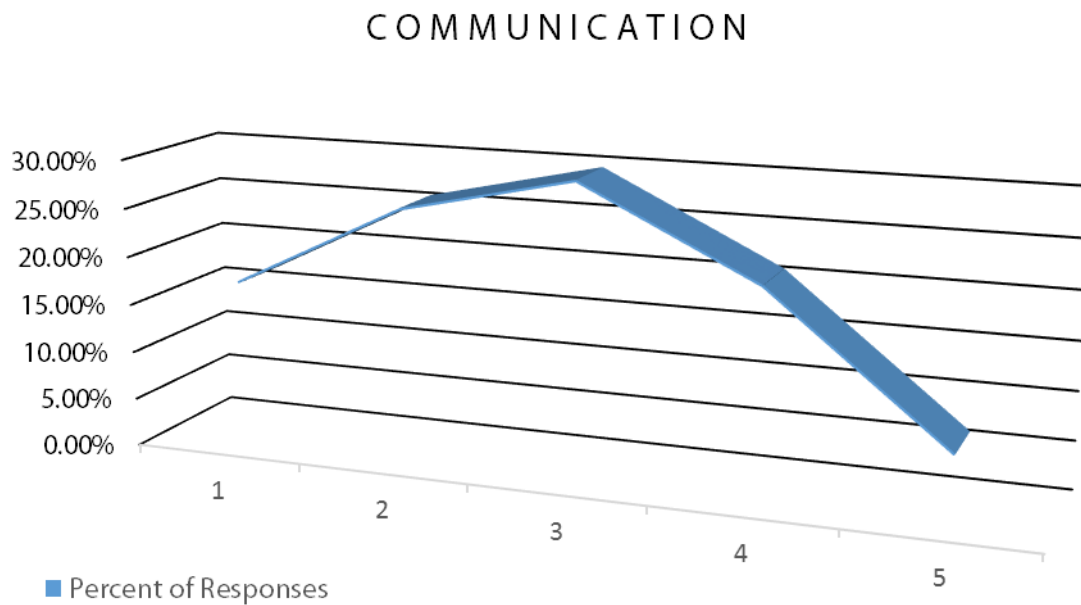
HIGHWAY OPERATIONS						
RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	4	0	23	48	33	108
PERCENTAGE OF RESPONSES	3.7%	0.0%	21.3%	44.4%	30.6%	84.4%

HIGHWAY OPERATIONS: Customer Service

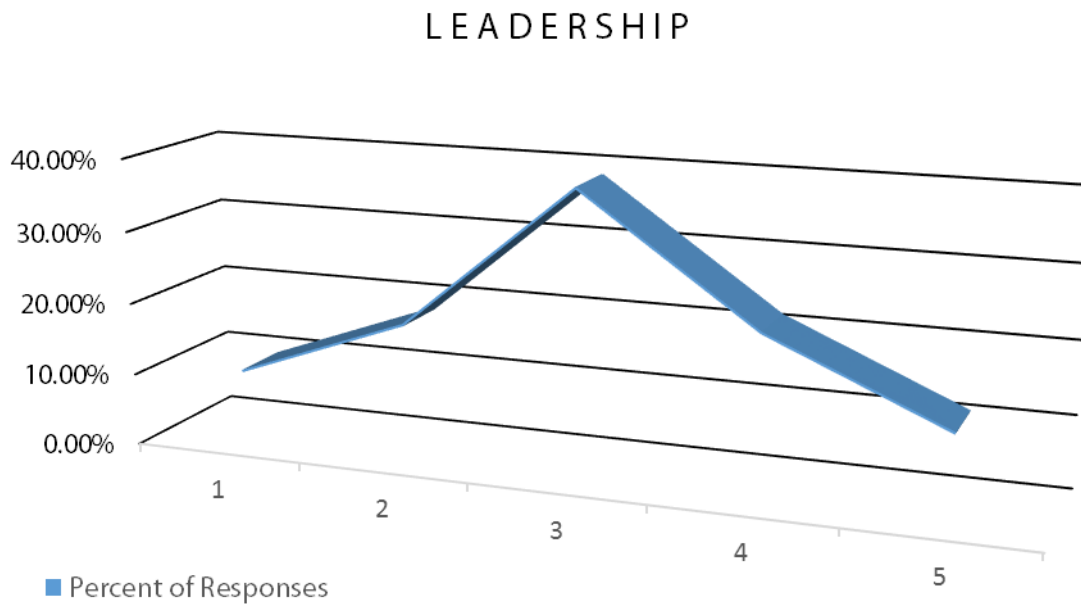


12)HOW DO YOU RATE THE EFFECTIVENESS OF DPW LEADERSHIP?

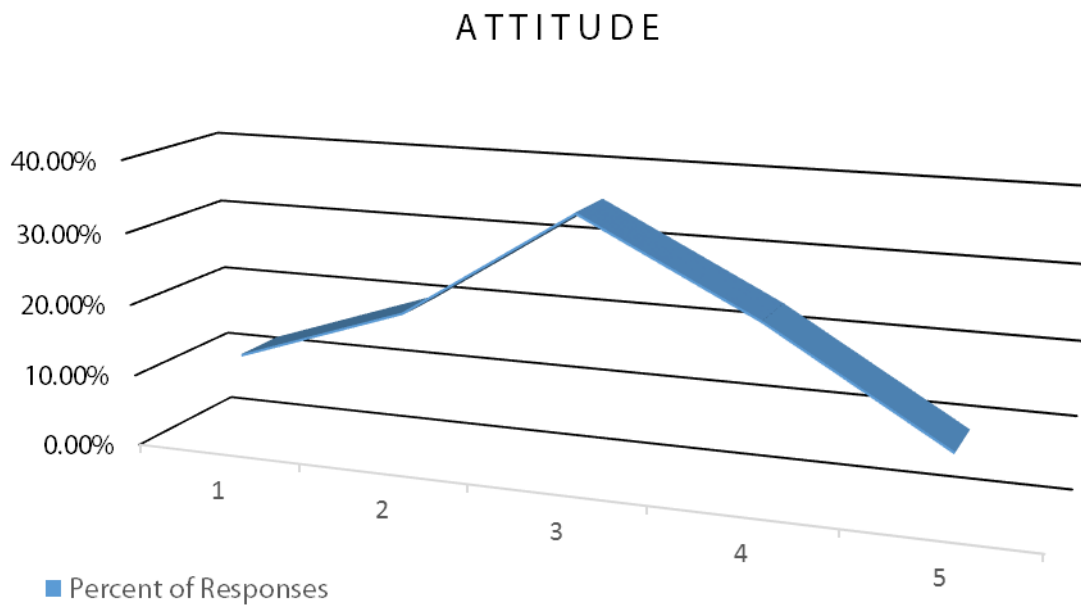
COMMUNICATION						
RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	21	32	37	26	8	124
PERCENTAGE OF RESPONSES	16.9%	25.8%	29.8%	21.0%	6.5%	96.9%



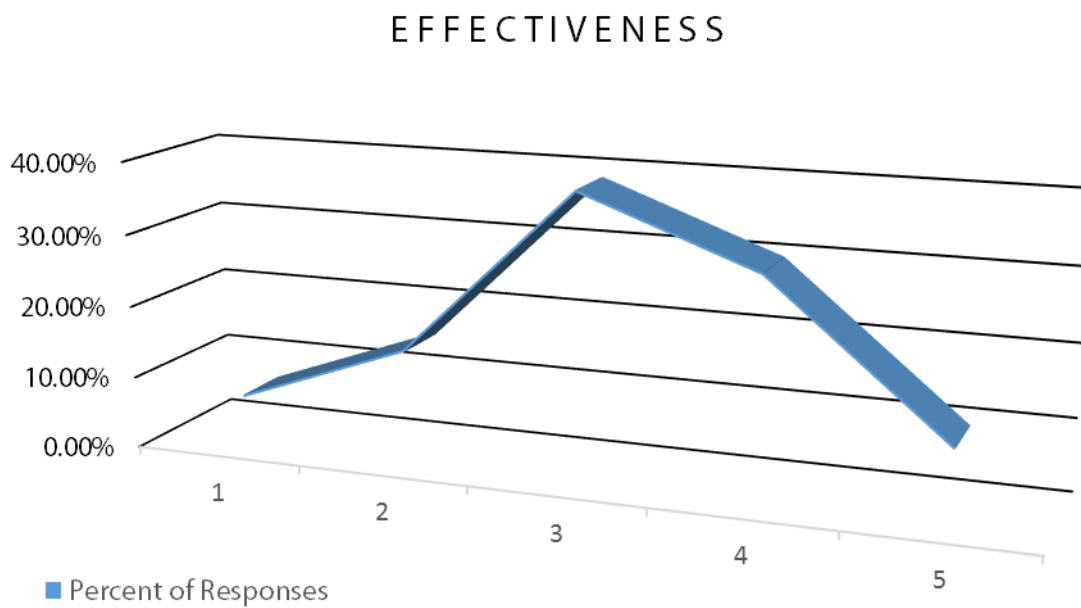
LEADERSHIP						
RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	12	23	48	27	14	124
PERCENTAGE OF RESPONSES	9.7%	18.5%	38.7%	21.8%	11.3%	96.9%



ATTITUDE						
RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	15	25	44	29	11	124
PERCENTAGE OF RESPONSES	12.1%	20.2%	35.5%	23.4%	8.9%	96.9%

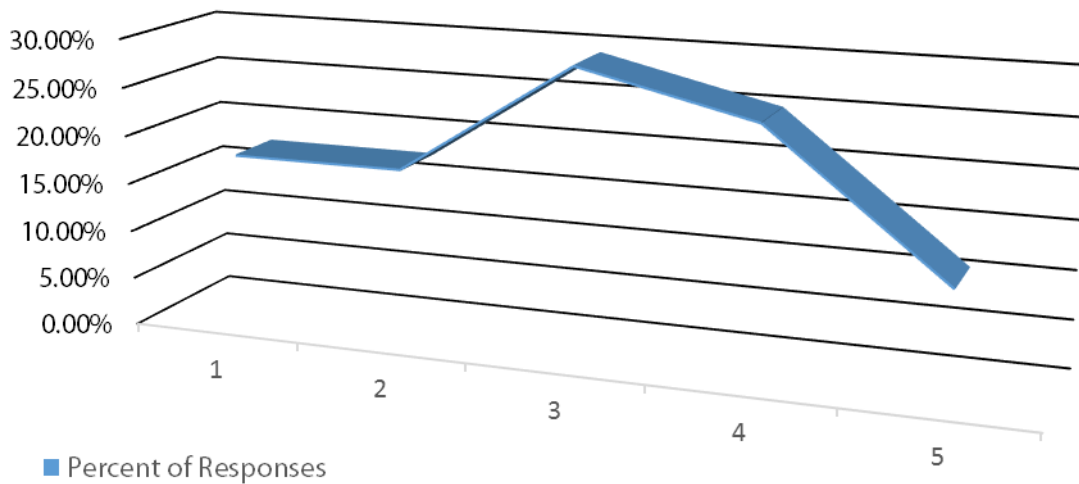


EFFECTIVENESS						
RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	8	19	48	37	12	124
PERCENTAGE OF RESPONSES	6.5%	15.3%	38.7%	29.8%	9.7%	96.9%



FAIRNESS						
RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	21	21	35	30	13	120
PERCENTAGE OF RESPONSES	17.5%	17.5%	29.2%	25.0%	10.8%	93.8%

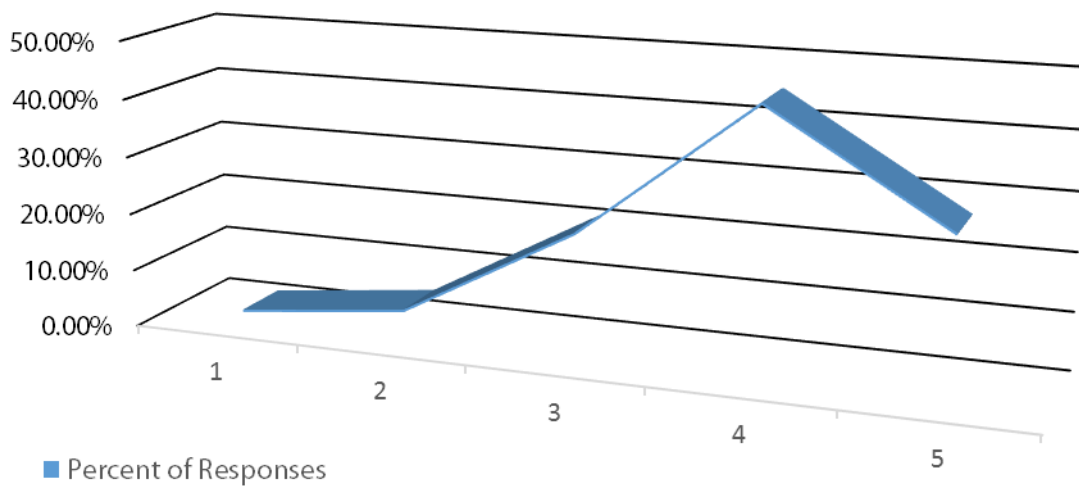
FAIRNESS



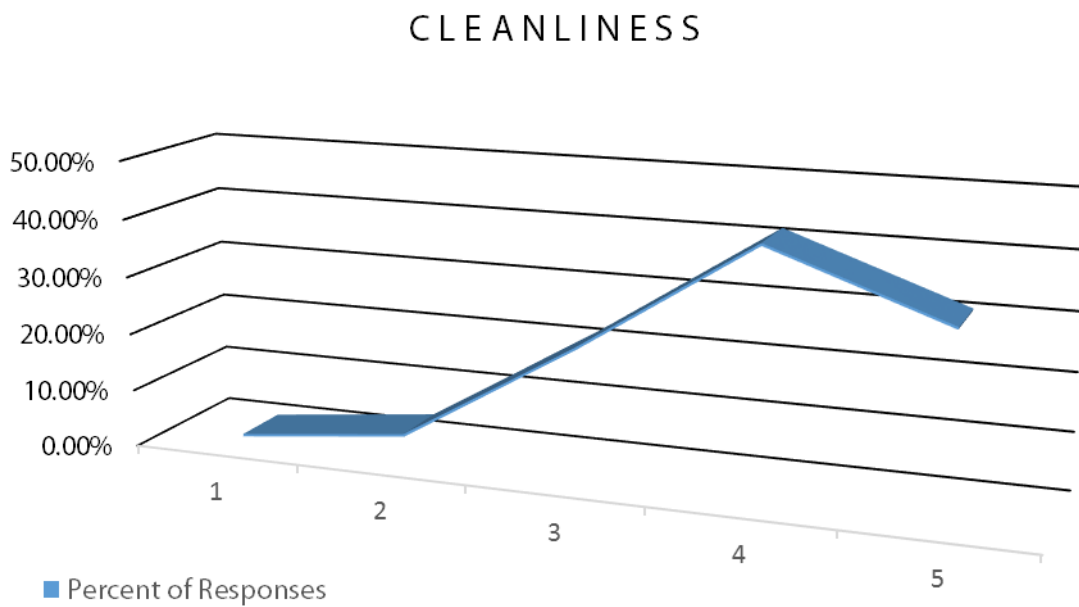
13) TO WHAT DEGREE ARE YOU SATISFIED WITH YOUR WORK ENVIRONMENT?

SAFETY						
RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	2	6	26	55	33	122
PERCENTAGE OF RESPONSES	1.6%	4.9%	21.3%	45.1%	27.0%	95.3%

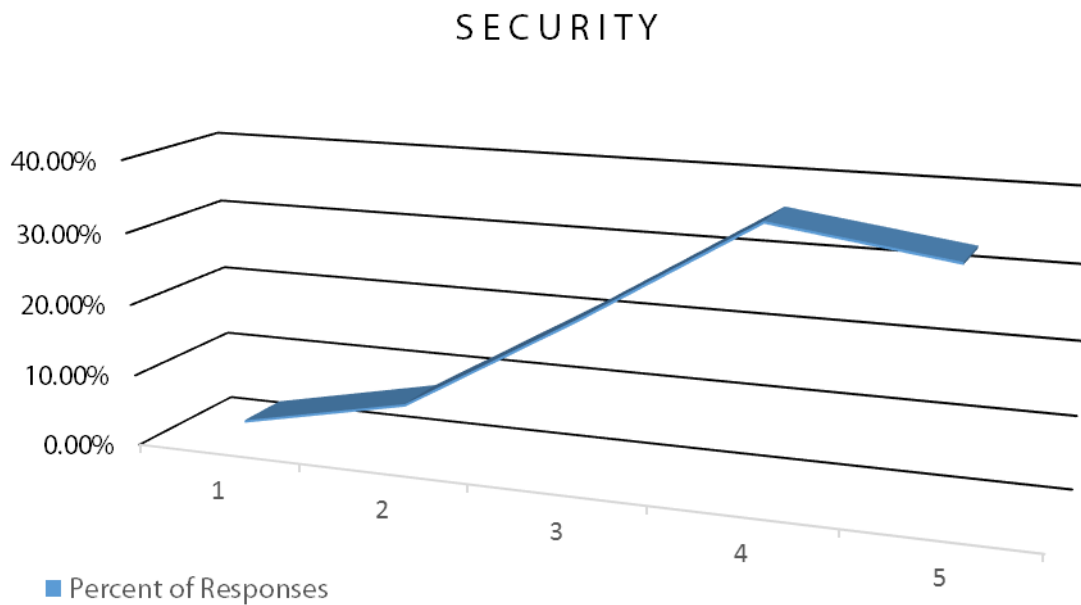
SAFETY



CLEANLINESS						
RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	1	5	27	51	38	122
PERCENTAGE OF RESPONSES	0.8%	4.1%	22.1%	41.8%	31.1%	95.3%

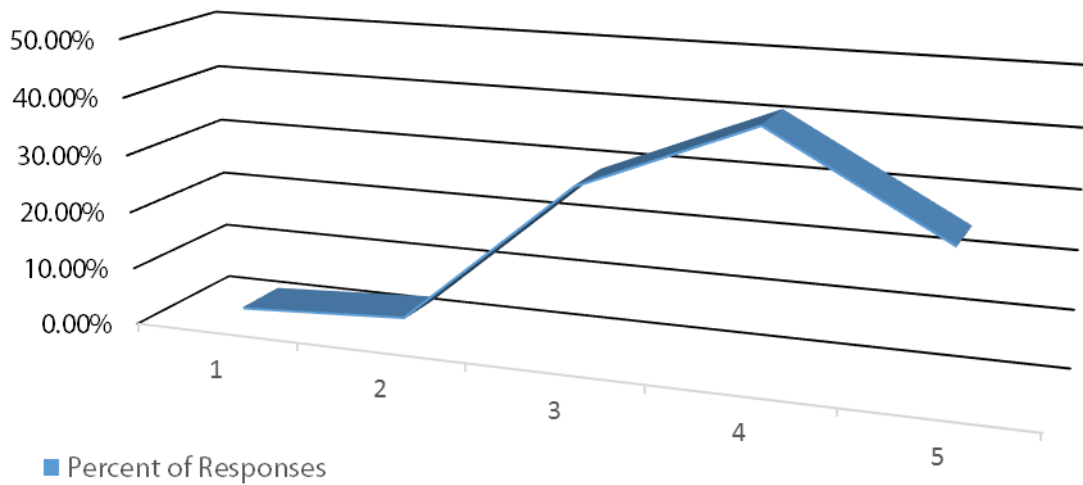


SECURITY						
RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	3	9	26	44	40	122
PERCENTAGE OF RESPONSES	2.5%	7.4%	21.3%	36.1%	32.8%	95.3%



COMFORT						
RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	2	4	35	50	30	121
PERCENTAGE OF RESPONSES	1.7%	3.3%	28.9%	41.3%	24.8%	94.5%

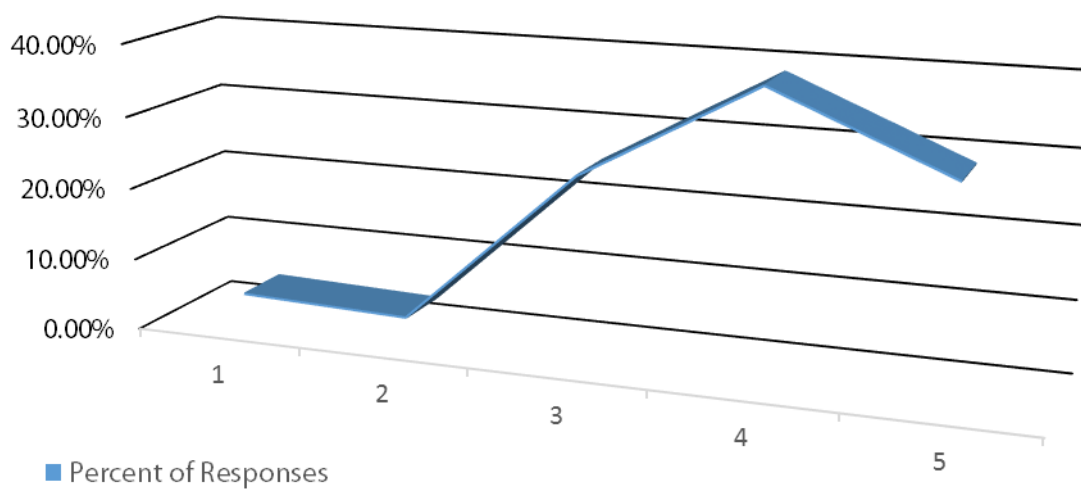
COMFORT



14) TO WHAT DEGREE DO YOU FEEL YOU HAVE RECEIVED ENOUGH TRAINING TO COMPLETE YOUR JOB SUCCESSFULLY?

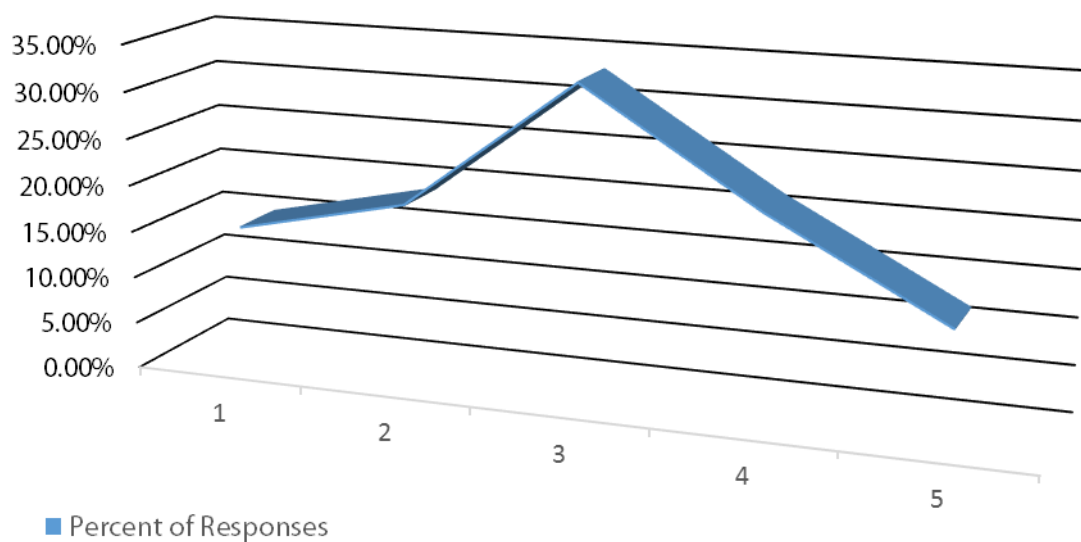
TRAINING						
RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	5	4	30	46	34	119
PERCENTAGE OF RESPONSES	4.2%	3.4%	25.2%	38.7%	28.6%	93.0%

TRAINING



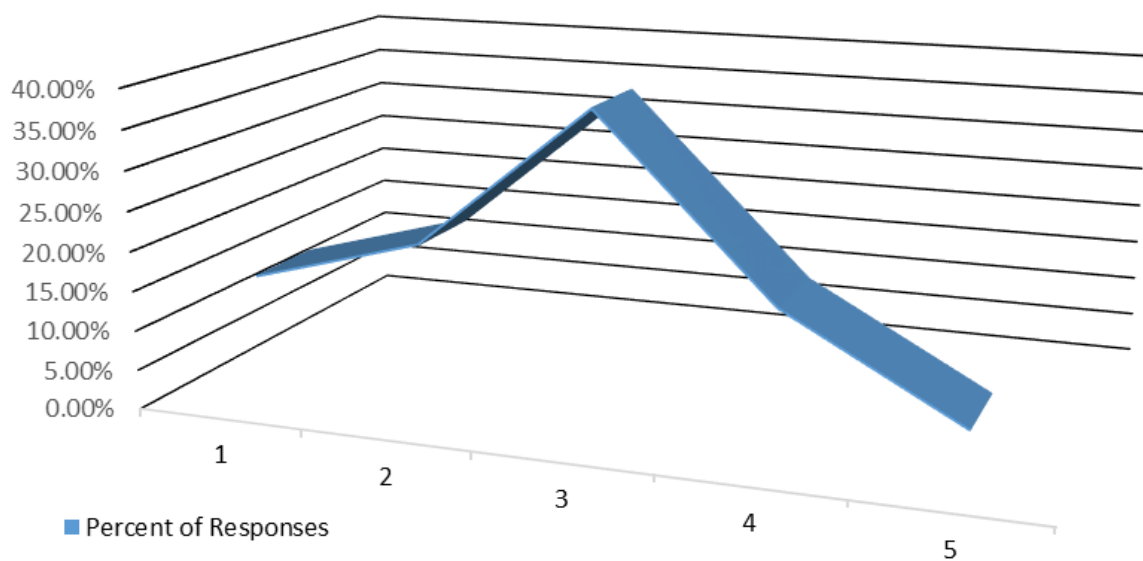
15) TO WHAT DEGREE DO YOU FEEL YOUR IDEAS ARE HEARD?

RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	18	23	40	26	14	121
PERCENTAGE OF RESPONSES	14.9%	19.0%	33.1%	21.5%	11.6%	94.5%



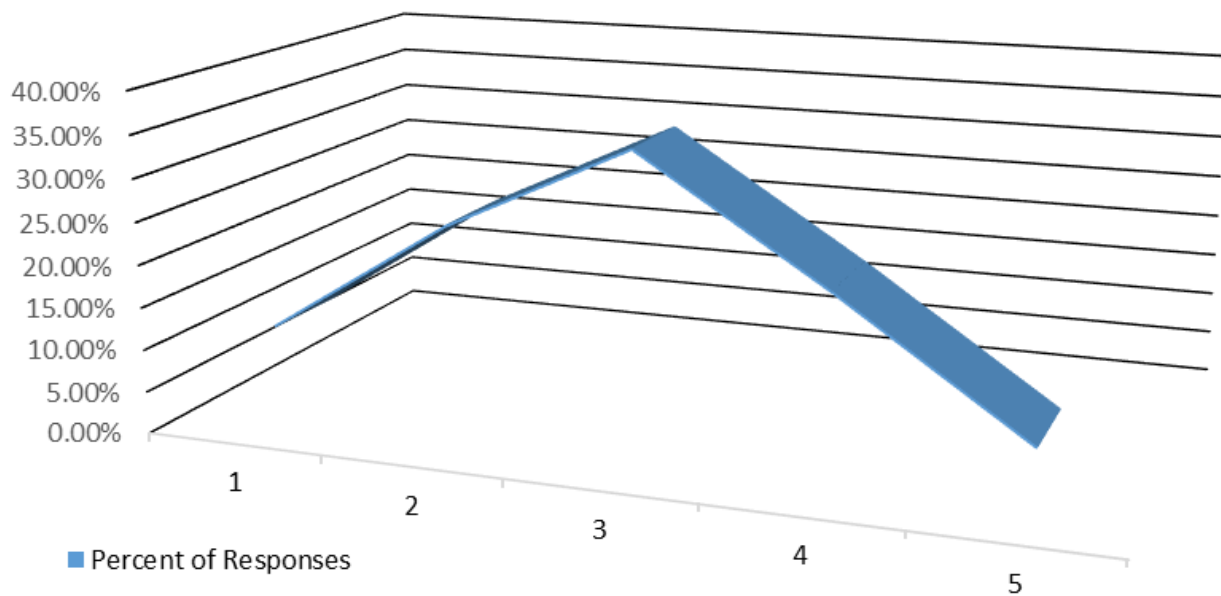
16) TO WHAT DEGREE DO YOU BELIEVE THERE IS A SUCCESSION PLAN IN PLACE IN THE EVENT OF RETIREMENTS OR VACANCIES?

RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	18	25	46	21	7	117
PERCENTAGE OF RESPONSES	15.4%	21.4%	39.3%	17.9%	6.0%	91.4%



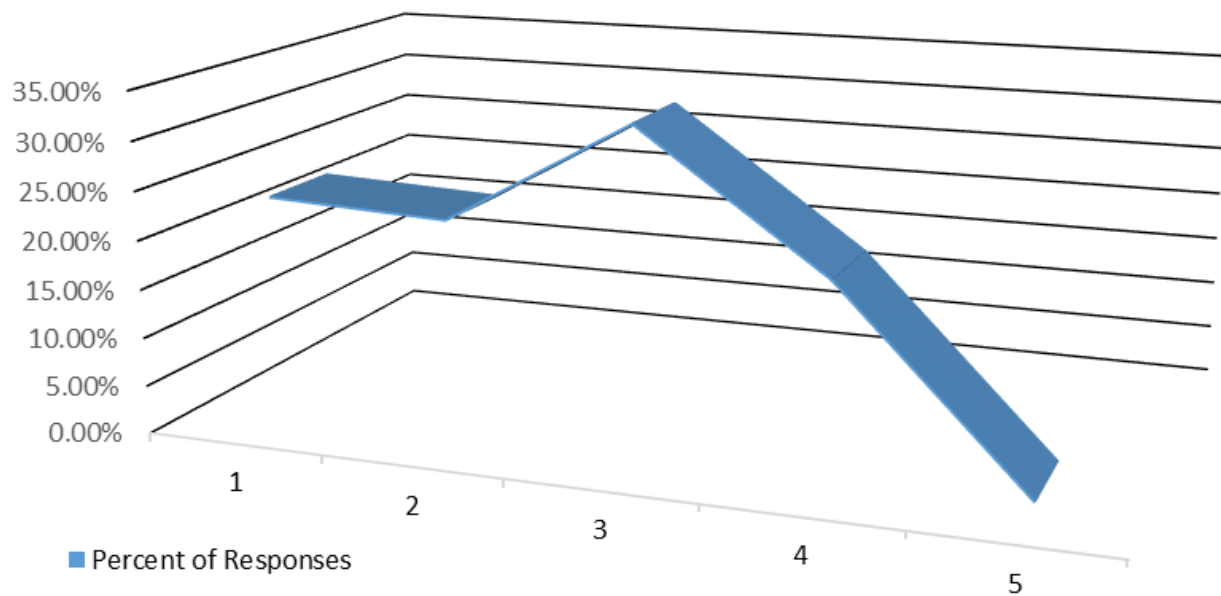
17) TO WHAT EXTENT DO YOU BELIEVE THE STAFF IS SUFFICIENTLY CROSS-TRAINED?

RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	13	29	41	25	8	116
PERCENTAGE OF RESPONSES	11.2%	25.0%	35.3%	21.6%	6.9%	90.6%



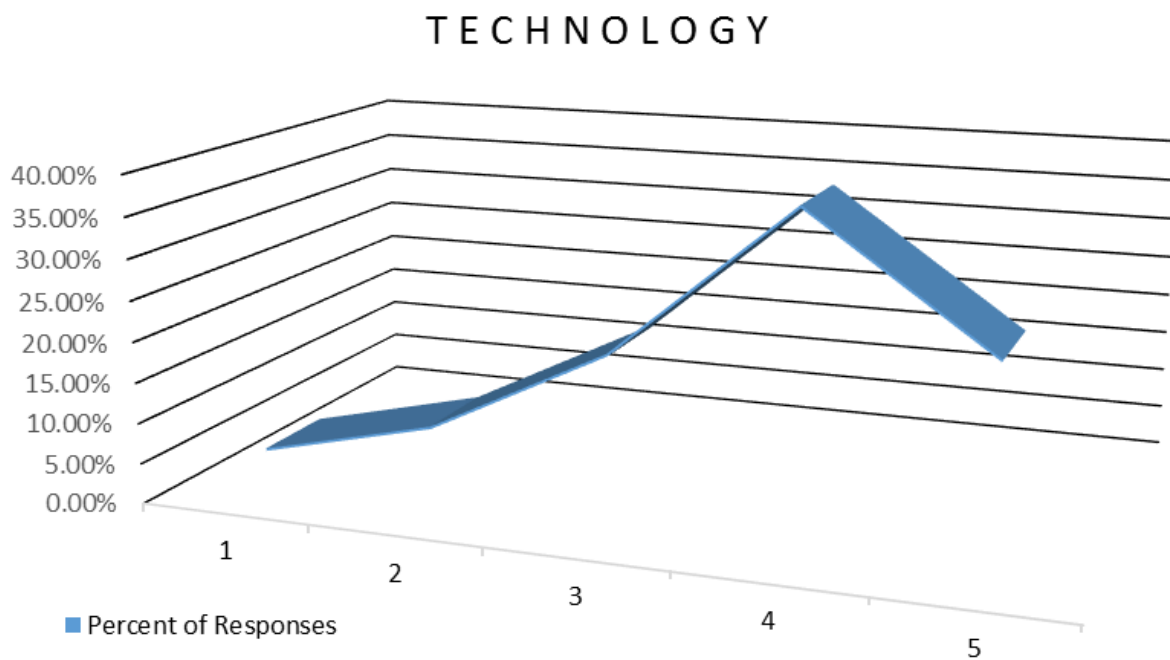
18) HOW WOULD YOU RATE COMMUNICATION?

RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	28	27	40	24	1	120
PERCENTAGE OF RESPONSES	23.3%	22.5%	33.3%	20.0%	0.8%	93.8%



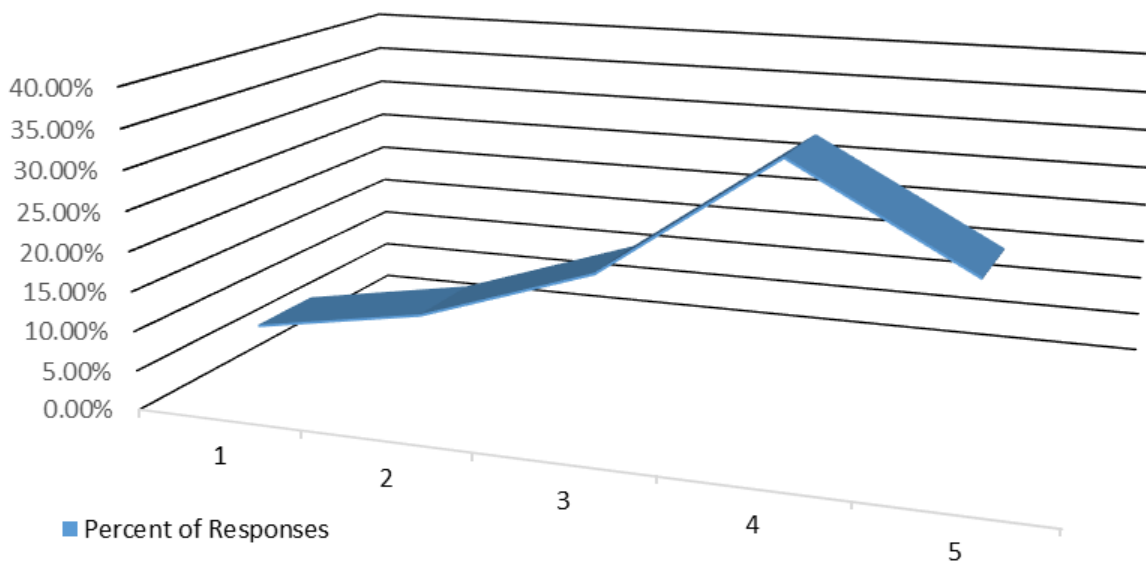
19) TO WHAT EXTENT DO YOU FEEL THAT YOU HAVE THE TOOLS YOU NEED TO DO YOUR JOB EFFECTIVELY?

TECHNOLOGY						
RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	6	12	25	47	29	119
PERCENTAGE OF RESPONSES	5.0%	10.1%	21.0%	39.5%	24.4%	93.0%



ACCESS TO COMMUNICATION DEVICES						
RATING SCALE	LOW 1	2	3	4	5 HIGH	TOTAL RESPONSES
TOTAL EMPLOYEE RESPONSES	10	14	22	39	26	111
PERCENTAGE OF RESPONSES	9.0%	12.6%	19.8%	35.1%	23.4%	86.7%

ACCESS TO COMMUNICATION DEVICES





APPENDIX E: DIVISION STRATEGIC PLAN & ENVIRONMENTAL SCANS

ADMINISTRATION/BUSINESS STRATEGIC PLAN

STATEMENT OF PURPOSE

Provide the tools that promote the success of Public Works services.

DIVISION SITUATION ANALYSIS

The Administration Division staff has the broadest range of departmental and countywide knowledge, as this division includes the Director and the Business Manager. This is one of its greatest strengths as this knowledge is often used by other departmental staff to facilitate communication and change between other divisions and other departments. The Administration division staff has been reduced as the department has grown resulting in limited services that can be provided to departmental staff.

STRENGTHS

- Broad knowledge base of both department and County.
- Often facilitates communication between divisions and between other departments.
- Close link to Department of Administration, understands the County-wide systems, and knows how to get things done.
- Geographically and topically spread out, which means there is an administrative link to all divisions.
- First connection to audit findings (internal & external) which keep us on track.

WEAKNESSES

- Limited control over the effects of County-wide systems that re implemented.
- Geographically spread out.
- Lean staff making it difficult to provide back up to each other. In addition, other staff is highly dependent on receiving information and analysis from this division, yet the staff size/resources have not kept pace with the growing needs of the Department.
- Proprietary types of systems (BAS, CHEMS & Payroll) do not allow others to help themselves by getting information directly.
- Perception that Administration is not important.

OPPORTUNITIES

- Administrative support staff is the first contact customers have with our Department.
- Broad knowledge base.
- Limited resources force efficiencies.
- Limited resources push us to innovate.

THREATS

- Declining revenues for Department and County.
- Public perception and expectations.
- Perception that Administration is not important.
- Increasing expectations on the staff as the Department has grown and the administration staff has been reduced.
- Changing internal (i.e. DOA) procedures adds unplanned work to staff (purchasing, accounting, budget, human resources, etc.).

STRATEGIC OBJECTIVE: Develop a Department-wide human resources time & attendance policy.

OWNER: Business Manager

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Work with Human Resources staff to understand the County's perspective of the State's Act 10 changes & how they relate to overtime.		Business, Highway Operations & Fleet Maintenance Managers	July 2012			✓
Identify differences in policies between the divisions & determine why the differences exist.	Differences identified during Intellitime implementation	Business Manager, Division managers				✓
Develop a written procedure that includes, but is not limited to the following: -how overtime is earned & how time off during the pay period effects earned overtime.	Other than Highway Operations, all overtime rules are consistent with Intellitime processing	Highway Ops Manager, Highway Ops Support Staff & Business Manager	February 2013			
Train managers on procedures so they can train their staff.	Training sessions	Business Manager	March 2013			✓
Develop a written procedure that coincides with the data entry into the new Intellitime payroll system when implemented.	Identified procedures specific to Highway Operations pay rules	Highway Ops Manager, Highway Ops Support Staff & Business Manager	Dependent upon implementation of new payroll system			

EVIDENCE OF SUCCESS

Consistent following of procedures for overtime earnings, sick time usage, vacation usage and flex time throughout the department, within the divisions and within classifications of employees. Reduction in corrections to timesheets and timecards.



STRATEGIC OBJECTIVE: Provide an efficient and effective mass transit system to meet the needs of both employers and employees commuting between Waukesha & Milwaukee Counties.

OWNER: Business Manager

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Review on a regular basis the data required for rides per revenue hours to determine if trends are increasing or decreasing for each route.	Rides per Revenue Hour > 10	Business Manager & Waukesha Metro Transit	Ongoing	Bi-Annually		✓
If rides per revenue hour are decreasing for a route, identify the cause.	Analysis of ridership	Business Manager & Waukesha Metro Transit	Ongoing	Annually		✓
Review changes necessary to keep rides per revenue hour higher than 10 per hour, such as service changes, marketing, etc.		Business Manager & Waukesha Metro Transit	Ongoing	Annually		✓
Work with area businesses & communities to identify areas of transit growth in our service area.		Business Manager & Waukesha Metro Transit	Ongoing	Annually		✓

EVIDENCE OF SUCCESS

Rides per revenue hour* should consistently exceed 10.00 rides per revenue hour.

*Revenue hour is the time when a vehicle is available to the general public and there is an expectation of carrying passengers

Route	Route Description	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual
1	Waukesha Metro to Brookfield Square	18.46	19.24	19.10	21.71	20.43
10	Brookfield Square Extension	32.31	38.39	37.73	36.20	32.49
79	Weekday from Menomonee Falls to Downtown Milwaukee	24.01	21.05	14.70	11.86	10.75
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.64	12.80	11.55	11.24	10.67
906	Weekday between Mukwonago and Milwaukee via I-43	27.08	24.22	24.23	23.52	20.91
Subtotal Average		17.46	21.07	19.78	19.54	18.10

ADMINISTRATION/BUSINESS ENVIRONMENTAL SCAN

ECONOMIC IMPACT

The economy remains weak and is clearly impacting Waukesha County, its businesses, its citizens & tax receipts.

- How might the economy impact demand for your division's services?
- How might the economy impact the financial resources available to the division in 2012 (be sure to include both taxes & fees, if applicable)?
- How might the economy impact the cost of products & services required in the operations of your division?
- Poverty rate increases may effect services in other areas (HHS, Courts, Law Enforcement), therefore, increasing the need for financial resources to be shifted to those departments and away from DPW.
- Unemployment rate increases may effect services in other areas (HHS, Courts, Law Enforcement), therefore increasing the need for financial resources to be shifted to those departments and away from DPW.
- Development is decreasing, therefore, resulting in lower permit fees.
- Housing sales are decreasing (or not rebounding to where they were) resulting in lower real estate transfer fee revenue coming to the County, which in turn, results in fewer financial resources to the County budget.
- Increasing unemployment has a direct impact on transit ridership resulting in fewer riders and loss of service due to routes not reaching benchmark standards.
- Depressed economy does lead to a more competitive bidding climate resulting in projects coming in under budget. The challenge is to know how to budget for the long-term capital projects so we can take advantage of a lower budget.
- Equalized property values have decreased in recent years resulting in a lower tax base for the County. This, coupled with the political desire to keep the tax levy stable or at a very minimal increase, can result in levy increases that are below an inflationary cost-to-continue rate for services.
- Future funding, particularly for capital projects, is dependent on our current bond rating remaining at AAA level.

LEGISLATIVE & REGULATORY IMPACT

There have been many changes to laws and regulations that could potentially require changes in our service delivery or in costs, budgets, staffing or other aspects of our operations. Other changes have been proposed at various levels of government.

- What new or revised regulations may impact your division's operations, services to the public, budget, staffing, etc.? Please be specific about the regulation requirements, whether it is proposed or implemented, and which governmental entity is responsible for the regulation.
- What new or revised laws may impact any aspect of your division's operations? Again, please be specific about the law, whether it is proposed or implemented, and which government entity is responsible for the regulation.

ALTHOUGH NOT A LAW

Our internal County systems change, presenting the Administrative Support Staff with the challenge of making current systems work with new systems. Examples are as follows:

- Changes in the overtime policy potentially creates additional work for entry into the State CHEMS system.
- Changes in the purchasing process, such as Procards, can create additional work on Support Staff even though it provides an additional revenue stream to the County as a whole.
- New financial procedures and systems.
- New Payroll procedures and systems.
- Accounting changes (Governmental Accounting Standards Board—GASB) and Audit findings can affect workload or processes of the Administrative Support Staff.

FEDERAL TRANSIT AUTHORITY (FTA) & WISCONSIN DEPT. OF TRANSPORTATION

Federal transportation regulations on Transit Services.

COMPETITIVE BENCHMARKS & TRENDS

What benchmarks and trends from similar entities in Wisconsin and/or around the country should be considered during the Strategic Planning Process? These benchmarks and trends may present either potential challenges or opportunities for your division.

- National Transit Benchmarks
- Vehicle Replacement Lifecycle Benchmarks
- Reviewing budgets and strategic plans of comparable Counties (particularly those in Wisconsin that are facing similar financial and political changes) can provide thoughts and ideas on efficiencies, services, etc.
- What are the trends in the County's Employers (ProHealth, Kohl's, GE, Roundy's, etc.). Are jobs increasing/decreasing and what are the types of jobs: professional, skilled, unskilled, full time, part time?

REVENUE & EXPENSE DRIVERS AND OPPORTUNITIES

- What are the key drivers of your division's revenues and expenses and how do you expect they will be impacted in 2012? For example, if your division is completely dependent upon internal budgets, there are no other external drivers, but if you provide any services for a fee, there would be external variables that drive the amount of fees you may expect to receive in a given year. Expense drivers may include fluctuations in fuel prices and the cost of other goods and services.
- State and Federal Revenues are either decreasing or somewhat unpredictable: General Transportation Aids (GTA), State Routine Maintenance Agreements (RMA), and State & Federal Transit Revenues.
- Increased Employee Benefits costs, particularly health insurance, shifts budget resources away from direct services.
- Increased Worker's Compensation costs shifts budget resources away from direct services.
- Unpredictable energy costs (natural gas, electricity, diesel, unleaded fuel) make budgeting and budget management difficult.
- Revenue/expenditure drivers with our internal and external customers have a direct impact on our Internal Service providers (Fleet & Facilities). Often we do not know what these trends are, which makes budgeting difficult.

HUMAN RESOURCES

Are there any pending changes to your team that may impact the ability of your division to perform certain responsibilities or to complete initiatives? These changes may include retirements of key employees and the need to facilitate knowledge transfer to other staff, reorganization of responsibilities among staff, opportunities for career development of certain staff to improve the division's ability to perform certain duties, etc.

Aging workforce has positive and negative effects. Positives are that turnover can save budget dollars for a while by paying a lower salary, opportunities are provided to evaluate the current structure of the staff as well as opportunities to hire staff that possess new fresh ideas and talents. Negatives are the loss of historical and institutional knowledge.

- Internally, the Administrative Staff is torn between working within the confines of geographically separate divisions and working as a DPW team.
- Division managers want the Support Staff located near them to only support their divisions, but want other support staff to aid them when there is a staff shortage.
- There are concerns with some Support Staff reporting to two supervisors.
- Is there an appropriate person to manage all the Administrative Support Staff effectively and efficiently?
- As DPW has grown in breadth of services and loss of some personnel (computer coordinator and transit coordinator), has the Administrative Support Staff kept up with the mix of skills needed for an efficiently and effectively run office/budget of this size?
- Succession planning needs to be considered.
- Determining a plan for effective coverage of Administrative Support Staff when long-term absences occur.
- Is our educational system producing skilled graduates and is our community attractive enough to have our graduates stay and become a part of our future employment pool?

CENSUS CHANGES

The 2010 census has resulted in changes to federal funding, legislative districts, and other adjustments. Are there any census-related changes that may impact your division, its required service delivery or funding? If so, please be specific about the change and its potential impact.

- County's population has remained relatively stable for the past several years.
- There is a need to know the demographic make-up of the census and the trends in this area. For instance, increasing elderly population can put stresses on the Transit system.

OTHER

Are you aware of any other changes to the environment in which we work that may impact your division or the Department as a whole?

- Changes in technology and the effects on workload and work processes. For instance, will the following new systems increase or decrease Administrative Staff workload: Payroll system; Financial system; Asset management system; Work order system; Enterprise Content Management; AVL; others we are not aware of
- There is a need to know the demographic make-up of the census and the trends in this area. For instance, increasing elderly population can put stresses on the Transit system.
- Changes in social media have a positive and negative impact. Instant communication is great in getting information out to the masses (blogs, twitter, on-line news articles, etc.) However, if the information that is being distributed is incorrect, it can create a lot of unnecessary 'disaster control' issues (uncontrolled blogs and twittering, Facebook comments, comments on newspaper articles on-line). These types of communications can feed off of each other and almost create a life of their own.



AIRPORT DIVISION STRATEGIC PLAN: CRITICAL ISSUES

ENVIRONMENTAL

One ongoing issue facing Waukesha County Airport is environmental protection. Airports, like many industries are currently curing the "ills" of the past when it comes to the environment. Airports currently face the possibility of new and/or changing fueling regulations from the Department of Natural Resources (DNR) and the Environmental Protection Agency (EPA), storm water discharge permits, air quality issues, runway/taxiway/pavement de- and anti-icing agents, contaminated soils, noise issues, wetland mitigation, and increased protection for plants and animals. With the addition of the new environmental requirements come increased monitoring, program creation/administration, and new/increased fees.

FISCAL

Since September of 2007, the FAA and its programs have been operating and funded under a series of continuing resolutions. A bill that would authorize multi-year funding of the FAA and programs such as Airport Improvement Program (AIP) and the contract tower program, failed being passed by Congress for the past eight years.

Short-term funding extensions and continuing resolutions have led to delays and shortfalls in AIP funding levels. The result is delays to federally funded capital projects.

Each time the end of a continuing resolution approaches it takes a monumental effort by leading aviation managers and governmental leaders to pressure congressional representatives to the point of putting enough money in to keep airports well maintained and growing where necessary.

Further complicating the fiscal outlook is the state of the economy and a growing opinion of the administration in Washington that corporate aviation is an excessive perk. If this view of general aviation continues, this could cause the number of operations and fuel sales to be negatively impacted.

Another issue that is currently being talked about in the aviation industry is the possibility of establishing user fees to be passed on to users for services received. User fees, if and how implemented could halt and/or lead to decreases in general aviation activity (operations, aircraft sales, new pilot starts). Even with the security enhancements that have taken place at the airport, the possibility of safety and security related requirements will still have some impact on the Waukesha County Airport. Mechanisms for funding possible security mandates are unknown at this time.

OPERATIONAL/MAINTENANCE

A concern at Waukesha County airport, and all airports around the country, is increased security and safety practices. The Transportation Security Administration (TSA) has focused on commercial service airports in recent years to tighten security after the events of September 11, 2001. The TSA's focus is slowly shifting to general aviation; this has led to recommendations on security measures for different types of airports ranging from single runway small airstrips to large general aviation reliever airports. Regulations requiring certain large general aviation airports to have specified security measures in place are imminent. There is a Notice of Proposed Rulemaking that would require aircraft operators of aircraft with a weight of 12,500 pounds or greater and the airports that serve them to implement a Large Aircraft Security Program (LASP). Waukesha County Airport, as Wisconsin's only nationally-designated General Aviation Airport and the preferred reliever for Mitchell Airport in Milwaukee, would have regulations imposed when that time comes.

With the grants that were made available in 2005, security enhancements were made that placed our airport in a position to better comply with possible future security regulations that will most likely be implemented.

LAND USE

Compatible land use is a problem that is increasing at most, if not all airports. Airports generally facilitate/stimulate business and industrial development that then facilitates/stimulates residential development in turn stimulating more business/industry, etc. This development severely hampers growth and development of the Airport. Additionally, objects affecting navigable airspace such as T.V., radio, and cellular phone towers have consistently increased in number around airports. Land use includes a Height Limitation Zoning Ordinance (HLZO), in which a 3-mile radius surrounding the airport has building and crane height restrictions that limit how high a structure can be erected within specific areas of that radius. This ordinance is strictly enforced by the Airport Commission.

Another land use tool that is gaining popularity is Smart Growth, which is a set of tools that communities can use to ensure that the growth they get is the growth they want. It is a broad movement embraced by environmentalists and public officials who seek ways not to prevent progress, but to ensure that growth is planned, in order to produce a high quality of life. In regards to airports, Smart Growth ensures that development surrounding an airport is done with the best interests of the airport at hand. Approach paths and future airport development can be well protected with a well-implemented Smart Growth program.

WAUKESHA COUNTY STRATEGIC OUTCOMES

- A safe county
- An economically vibrant county
- An environmentally responsible county
- A well-planned county
- a county that assists at-risk citizens
- A county that provides customers with quality programs and services
- A county that provides cost-effective services delivered with competence and skill.

AIRPORT ENVIRONMENTAL SCAN

The following is a list of stakeholders and/or customers who have a "stake" in the Airport, including what each stakeholder/customer needs/expects from the Airport.

END USERS (LOCAL)

Local end users are individuals and businesses that utilize the Airport facilities and have based aircraft here. They include, but are not limited to hangar renters, land lessees, and aviation clubs/organizations.

The county strategic outcome of providing cost-effective services delivered with competence and skill relates well to this group of users. These users need/expect a safe and efficient facility that provides the services they require at a reasonable cost. They require this because they have aircraft based here and most likely live in the vicinity. They pay fees for basing their aircraft and utilizing the Airport and its services and want these services at a fair price. They do not want to have to worry about Airport safety when they fly in or out.

END USERS (ITINERANT)

Itinerant end users are individuals and organizations who utilize the Airport facilities, but do not base their aircraft here. This group includes all aircraft that utilize the Airport not specified above.

The county strategic outcome of providing cost-effective services delivered with competence and skill, also relates well to this group of users. These users need/expect a safe and efficient facility that provides services they require at a reasonable cost. They require certain services/facilities to be available since their desire to fly into the area may be based on other factors outside of the Airport, and therefore having needed services/facilities available is crucial. Since they are not based at the Airport, they are most likely less familiar with the Airport and therefore are more likely to rely on the safety of the Airport and its landing aids.



BUSINESSES (BASED)

Based businesses are those businesses that are located on the Airport and include, but are not limited to Atlantic Aviation, Skycom Avionics, and Spring City Aviation.

The county's strategic outcome of providing cost-effective services delivered with competence and skill goes along with the businesses wishes to do the same for their customers. These businesses need/expect to be able to provide services/facilities that are desired by the users of the Airport, having minimal restrictions, which also allow them to make a return on their investment. They ask that competition be required to compete on a "level" playing field since they are more likely to expend capital in constructing, renovating, or developing structures.

BUSINESSES (LOCAL)

Local businesses are those companies who utilize the Airport in the furtherance of their business who may or may not be both a local and itinerant end user.

An example would be an engineering company located in Brookfield who has an aircraft based at the Airport, or who has a corporate aircraft at another location that flies into or out of the Airport.

The county's strategic outcome of providing cost-effective services delivered with competence and skill fits the need for this type of stakeholder. These businesses need/expect basically the same services as identified with the "End Users (Local)", but would be more sensitive to being able to get in and out of the Airport when required since their flying is usually involving business trips (i.e., flying clients into/out of the Airport or flying to business meetings).

BUSINESSES (ITINERANT)

Itinerant businesses are those companies who utilize the Airport in the furtherance of their business where the business is not based locally. Examples would be Lands End and Menards who utilize or have utilized the Airport but are not based in the Waukesha County area.

The county's strategic outcome of providing cost-effective services delivered with competence and skill fits the need for this type of stakeholder. These businesses need/expect basically the same services as identified with the "End Users (Itinerant)", but would be more sensitive to being able to get in and out of the Airport when required since their flying is usually involving business trips (i.e., flying clients into/out of the Airport or flying to business meetings).

COUNTY DEPARTMENTS

Departments in the County who provide administrative (Finance, Purchasing, Central Services, Corporation Counsel, County Executive, County Clerk, Human Resources, Information Systems, and Treasurer) and technical support (Facility Management, Sheriff Department, Highway, Park & Planning, and Fleet) to the Airport.

The county's strategic outcome of being a well-planned county relates to the needs for this stakeholder. For the support departments, they need from the Airport information required to support the Airport or the County in an accurate format, submitted in a timely manner, consistent with County or departmental guidelines. They also need the Airport to make requests for services/information in accordance with the correct procedures providing sufficient lead-time. For the technical support departments, they require requests for services/information in accordance with correct procedures with sufficient lead-time, and with accurate information to make scheduling decisions. County Executive and The County Executive and County Board provide overall County Board guidance and direction to the Airport and the Airport support departments that include funding for the Airport and its operations.

The Executive and the Board expect the Airport to provide facilities and services in accordance with County guidelines in a fiscally responsible manner, which relates to the county's strategic objective of providing cost-effective services delivered with competence and skill. The Executive and the Board expect the Airport to provide information it may request in a timely manner, and to be responsive to County residents.

LOCAL COMMUNITIES

These would be the local communities surrounding the Airport and in the general Airport vicinity.

The main focus for this stakeholder is safety, which relates to the county's strategic outcome of being a safe county overall. These communities/citizens need/expect the Airport to operate a safe facility that reduces the chance for accidents off Airport property. They also need/expect the Airport to be responsive to complaints (such as noise) and to implement any needed procedures. They expect to be able to develop lands around the Airport but need compatible land uses (often a source of conflict). Finally, they expect the Airport to support economic development in the area.

LOCAL MUNICIPALITY

This would currently be the City of Waukesha, who has jurisdictional control over the Airport grounds including providing fire protection.

BUILDING STANDARDS, ZONING, ETC.

The city should have a good plan for procedures to use at the airport, which correlates with the county's strategic outcome of being a well-planned county. The City needs to be familiar with the Airport property, services, and facilities for fire/police protection. It also needs to be aware of Airport growth and development and further needs/ expects to maintain a working relationship with the Airport in this regard.

STATE AGENCIES

The State agencies that have a direct impact on the Airport's operations include, but are not limited to the Department of Industry Labor and Human Relations (DILHR), Department of Natural Resources (DNR), and the Bureau of Aeronautics (BOA). The State agencies expect the Airport to follow State rules/regulations/statutes and implement required programs, which goes along with the county's strategic outcome of having a safe county. They expect the Airport to provide accurate, timely information when required.

LAW ENFORCEMENT

These would be the law enforcement agencies that have, or would have jurisdictional control over parts or the entire Airport in certain circumstances, or would have Airport contact on a routine/periodic basis. These agencies would include the Federal Aviation Administration (FAA) Air Marshals, Federal Bureau of Investigation (FBI), U.S. Customs, Bureau of Alcohol, Tobacco and Firearms (ATF), U.S. Secret Service, Waukesha County Sheriff, City of Waukesha Police, Wisconsin State Patrol, and the Drug Enforcement Agency (DEA).

The county's strategic objective of having a safe county relates to this stakeholder. These agencies expect the Airport to comply with all rules/regulations/laws, and to cooperate in any incident when acting in an official capacity. They also need to be familiar with the Airport facilities and to be kept aware of any formal procedures/plans established on the Airport for emergencies, security, crowd control, natural disasters, bomb threats, hijacking, theft, drug trafficking, etc.

FEDERAL AGENCIES

Federal agencies that have responsibilities over the Airport or Airport operations include the Federal Aviation Administration: Air Traffic Control, Airway Facilities, Flight Service Station, Flight Standards, Airport Certification, Airport District Office, Flight Standards District Office, and the Civil Aviation Security Office; OSHA; and the EPA.

The Federal agencies expect the Airport to follow Federal rules/regulations/statutes and implement required programs, which correlates with the county's strategic outcome of being a safe county. They expect the Airport to provide accurate, timely information when required.

SUPPLIERS/CONTRACTORS

These would include suppliers of goods and services to the Airport and the businesses/users of the Airport, to include aircraft parts, aviation fuel, airfield lighting equipment, etc., as well as contractors who provide service to the Airport, to include capital projects, maintenance (snow removal, grass cutting), and air traffic control.

These suppliers/contractors (in dealing with the County) expect to have an opportunity to provide goods/services to the Airport, and to be considered equally in any service/product evaluation. This correlates with the county's strategic outcome for providing cost-effective services delivered with competence and skill.

STRATEGIC OBJECTIVE: To effectively run the airport to maintain standing in the Federal Contract Tower program, thereby insuring continued Federal Aviation Administration (FAA) subsidy for air traffic control personnel.

OWNER: Airport Manager

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Daily inspections of the airfield to ensure aircraft user safety.	Logs of daily airfield inspections	Airport Manager	Ongoing	Daily		✓
Maintenance of tower equipment to ensure communication reliability.	Equipment testing, tracking maintenance requests	Airport Manager	Ongoing	Quarterly		✓
Acquire funding for Capital Projects to improve airport facilities.	Receipt of Airport Improvement Program grants	Airport Manager	Ongoing	Annually		✓
Plan and implement Capital Project including runway 10/28 safety areas and rehabilitation.	Completion of projects	Airport Manager	Ongoing	Annually		

EVIDENCE OF SUCCESS (KOI, TARGET INDICATOR AND THRESHOLDS)

To maintain a benefit/cost (BC) ratio of 1.0 or greater as conducted biannually by the FAA. A ratio of 1.0 or greater ensures full funding. A rating of less than 1.0 would place the airport in the Cost Sharing program and the County would be responsible for a portion of the air traffic control personnel salaries.

STRATEGIC OBJECTIVE: Monitor condition of runway and taxiway pavement to prolong useful life of pavement and reduce costs.

OWNER: Airport Manager

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Review and comply with updated maintenance plans.	Annual review	Airport Manager	Ongoing	Annually		✓
Continue with biannual non-destructive state pavement testing.	Receipt of pavement condition report	Airport Manager	Ongoing	Biannually		✓
Daily pavement inspections to physically monitor deterioration.	Daily inspection logs	Airport Manager	Ongoing	Daily		✓

EVIDENCE OF SUCCESS (KOI, TARGET INDICATOR AND THRESHOLDS)

To maintain a specific pavement's PCI rating to 41 or higher. Plan Capital Projects to replace pavement sections when PCI's reach 56. PCI Ratings 86-100 Excellent, 71-85 Very Good, 56-70 Good, 41-55 Fair, 26-40 Very Poor & 1-10 Failed.

STRATEGIC OBJECTIVE: Crites Field's compliance with the suggested enhancements of the Transportation Security Administration's published General Aviation Security Guidelines point scale. This point scale determines suitable measures to address security for a facility. Objective is to implement those items/procedures applicable to our facility to remain ahead of any possible regulations.

OWNER: Airport Manager

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Monitor security information via email by regulatory agencies.	Receipt of information	Airport Manager	Ongoing	Monthly		✓
Attend state and national conferences to go to sessions that will have security updates.	Conference Attendance	Airport Manager	Ongoing	Annually		✓

EVIDENCE OF SUCCESS (KOI, TARGET INDICATOR AND THRESHOLDS)

To maintain a number of 45 or greater to ensure compliance with future general aviation security regulations that may be forthcoming. A number greater than 45 ensures that the airport is compliant with security recommendations of similar sized airports. A number less than 45 means enhancements are needed to become recommendation compliant.

STRATEGIC OBJECTIVE: Keep the airport open continuously regardless of severe winter conditions by adhering to the maximum two hour snow removal regulation as outlined in FAA Advisory Circulars 150/5200-30A and 150/5210-5B.

OWNER: Airport Manager

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Develop, monitor, and update snow removal plan as needed.	Annual review and update of Snow and Ice Control Plan	Airport Manager	Ongoing	Annually		✓
Ensure contractor plans months ahead for any upcoming snow events.	Annual training in October to review plan and train operators	Airport Manager	Ongoing	Annually		✓

EVIDENCE OF SUCCESS (KOI, TARGET INDICATOR AND THRESHOLDS)

To clear runway 10/28 within a 2-hour time frame during a snow event to ensure the airport remains open at all times. 2 hours or less clearance time keeps the airport open, over two hours clearance time could mean diversion of aircraft to other airports.

ARCHITECTURAL DIVISION SERVICES STRATEGIC PLAN

STATEMENT OF PURPOSE

Provide the foundations of success for the citizens and employees of Waukesha County through the construction of new and renovated facilities.

DIVISION SITUATION ANALYSIS

STRENGTHS

- Customer relations—internal & external.
- Organizational skills.
- Records management.
- Experienced design and project management staff.
- Economy—bidding climate—professional services fees.
- Work well with all County divisions—we are trusted.
- Work well with our co-workers.

WEAKNESSES

- Accounting dependency.
- Lack of succession planning.
- Communication could always improve.

OPPORTUNITIES

- Study bringing design and construction under one division.
- Implement succession planning.
- Increase technological skills with outside training.
- Meet with all staff to maximize their strengths and weaknesses in the work force.

THREATS

- Keeping up with current technology.
- “Rogue” design professionals—best price is not always the best service.
- Economy—cost of goods—deliveries—schedules can be affected.
- \$25K public bidding threshold.
- Retirements are around the corner.

STRATEGIC OBJECTIVE: Development and implement a Divisional Succession Plan by studying the combining of the Architectural Services Division with the Facilities division. Implement a training program within the Division. Continue to refine the RFP and Bidding processes for Capital Projects.

OWNER: Architectural Services Manager

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Develop and implement a succession plan in concert with the DPW succession planning committee and firm specific retirement goals and timing with current divisional staff.		Director, Division Managers, Architectural Services Staff	December 2013			
Establish a committee to implement the study of combining the Architectural Services and Facilities divisions.		Director, selected Architectural Services & Facilities Staff	December 2014			
Attend a minimum of 2 seminars in the architectural/construction management area.		Architectural Services Staff		Annually		

EVIDENCE OF SUCCESS

- Insure qualified people are brought on board.
- Selection of competent manager to lead the Architectural Services/Facilities merger.
- Insure a well-trained staff.
- Manage the approved budget to a successful on time and on-budget conclusion.

ARCHITECTURAL DIVISION ENVIRONMENTAL SCAN

ECONOMIC IMPACT

The economy remains weak and is clearly impacting Waukesha County, its businesses, its citizens, and tax receipts.

- How might the economy impact demand for your division's services?
 - ⇒Funding dollars reduced for Capital Projects/reduced County revenue.
 - ⇒Bidding climate could change dramatically.
- How might the economy impact the financial resources available to the division in 2012 (be sure to include both taxes & fees, if applicable)?
 - ⇒Similar to the above.
- How might the economy impact the cost of products & services required in the operations of your division?
 - ⇒Architectural/Engineering and Construction Management services could be acquired below industry standards.
 - ⇒Cost of all building materials (manufacturing/labor/delivery) could be impacted +/- depending on selection of availability.

LEGISLATIVE AND REGULATORY IMPACT

There have been many changes to laws and regulations that could potentially require changes in our service delivery or in costs, budgets, staffing or other aspects of our operations. Other changes have been proposed at various levels of government.

- What new or revised regulations may impact your division's operations, services to the public, budget, staffing, etc.?
 - ⇒Prevailing Wage Rate Law changes effective July 1st, 2011.
 - ⇒Local zoning code changes.
- What new or revised laws may impact any aspect of your division's operations? Again, please be specific about the law, whether it is proposed or implemented and which government entity is responsible for the regulation.
 - ⇒Possible adoption of "Design-Build" contracting.
 - ⇒Quality Based Selection (QBS) process (Federally funded) for design services could have an impact.

COMPETITIVE BENCHMARKS AND TRENDS

What benchmarks and trends from similar entities in Wisconsin and/or around the country should be considered during the strategic planning process? These benchmarks and trends may present either potential challenges or opportunities for your division.

- Construction scheduling milestones from project inception to completion.
- Cost per square foot for the design and construction of local, regional, and national projects per building type.
- RS Means Construction Estimating resource.

REVENUE & EXPENSE DRIVERS AND OPPORTUNITIES

What are the key drivers of your division's revenues and expenses and how do you expect they will be impacted in 2012? For example, if your division is completely dependent upon internal budgets, there are no other external drivers, but if you provide any services for a fee, there would be external variables that drive the amount of fees you may expect to receive in a given year. Expense drivers may include fluctuations in fuel prices and the cost of other goods and services. What new or revised regulations may impact your division's operations, services to the public, budget, staffing, etc.?

- Anticipate no salary changes in 2012—division salaries at top step.
- Employee benefits.
- Rental property revenue/expense.

HUMAN RESOURCES

Are there any pending changes to your team that may impact the ability of your division to perform certain responsibilities or to complete initiatives? These changes may include retirements of key employees and the need to facilitate knowledge transfer to other staff, reorganization of responsibilities among staff, opportunities for career development of certain staff to improve the division's ability to perform certain duties, etc. Construction scheduling milestones from project inception to completion.

- Yes: In 3-6 years, the two division members may enter retirement.
- Succession planning could be an issue.
- Review combining Facilities & Architectural Services divisions—study/include P&LU construction projects as well.

CENSUS CHANGES

The 2010 census has resulted in changes to federal funding, legislative districts and other adjustments.

Are there any census-related changes that may impact your division, its required service delivery or funding? If so, please be specific about the change and its potential impact.

- Requires further study for our division.

OTHER

Are you aware of any other changes to the environment in which we work that may impact your division or the Department as a whole?

- Continue the pursuit of the "green" initiative.
- Capital Projects may be reaching their saturation point.
- Limitations due to Federal and State revenues may limit expenditures on significant building projects in the future.

CENTRAL FLEET DIVISION STRATEGIC PLAN

STATEMENT OF PURPOSE

Providing full-spectrum of fleet life cycle management solutions and operations while exceeding customer's expectations at competitive rates.

DIVISION SITUATION ANALYSIS

A comprehensive investigation into daily operations by the Division's Strategic Planning team developed the list below. The team incorporated feedback from all staff members via a two-part employee survey. The planning team also reviewed the 2011 Fleet Audit Report that contained a detailed analysis of efficiencies and opportunities that challenged the Division to improve customer service.

STRENGTHS

- High customer satisfaction rate; greater than 97% over past 5-6 years.
- Cradle to grave vehicle/equipment management.
- Strong long-term diverse mechanics with low turnover.
- Vehicle replacement plan magnifies quality of equipment.
- Excellent state of the art maintenance facility, tools, and equipment.

WEAKNESSES

- Limited electrical, diagnostic, and PC skills.
- Dependent on customers' needs for revenue; do they know what they want?
 - ⇒ Communication on shop floor between mechanics, leads, and management.
 - ⇒ Automation with regard to shop office and parts room.
 - ⇒ New technology training needs vs. desire and capacity to learn.

OPPORTUNITIES

- Act 10 opened the door to operational changes.
- New mechanics bring fresh ideas and skills.
- Increase outside customers and revenue.
- Mechanic empowerment with flat supervisory structure.
- Technology efficiencies (reduce diagnostic time).

THREATS

- Tough economy; increase competition on labor rates.
- Balance between internal and external customers and potential expansion (overall shop vs. out-source).
- Emerging Waukesha County policies with regard to overtime could impact service support.
- Restricted customer budgets; reduces revenue to Fleet.
- Rapid technology increase need for increased training and hardware funding.
- Central Fleet Strategic Plan Objectives.

STRATEGIC OBJECTIVE: Develop a Pay for Performance Plan and Recognition Program that encompasses all Central Fleet employees focused on improving efficiency and customer satisfaction. Establish a pilot program in 2012 for incorporation into the 2013 operating budget.

OWNER: Central Fleet Manager

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Establish a performance team.		Central Fleet Manager	December 2012			
Develop pilot program.		Central Fleet Manager & Pilot Team	December 2012			
Present pilot program to senior Waukesha County leadership for initial funding.		Central Fleet Manager	March 2013			
Execute pilot program.		Pilot Program Team	March 2013			
Review program quarterly.		Pilot Program Team	March 2013	Quarterly		
Launch performance plan program.		Central Fleet Manager	March 2013			

EVIDENCE OF SUCCESS

- Maintain a 95% customer survey satisfaction rate.
- Increase shop workflow output by 5%.
- Maintain comeback rating under 2%.
- Increase External Customer Base and Revenue by 3 customers and 3% overall revenue.

STRATEGIC OBJECTIVE: Improve overall technology skills through a robust employee specific training program developed to target key aspects of shop operations. The skills will be tied to the employee evaluation and pay for performance system.

OWNER: Central Fleet Manager & Individual Employee

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Establish individual training program.		Lead Mechanics	June 2013			
Tie training to PC skills and electronics diagnostics.		Lead Mechanics	June 2013			
All training will be "electrical" based.		Lead Mechanics	June 2013			
Review training program by end of 3rd quarter with each employee.		Lead Mechanics & each Mechanic	September 2013			
Determine money required to support more comprehensive training.		Central Fleet Manager & Lead Mechanics	June 2013			

EVIDENCE OF SUCCESS

- Reduce troubleshooting downtime by 5%.
- Increase mechanic inter-discipline ability to work on a variety of equipment via total count of each type of work order.

STRATEGIC OBJECTIVE: Improve the communication process within Central Fleet by further refining daily processes and developing division-wide practices, which have not kept pace with changing staffing levels and job duty expectations.

OWNER: Central Fleet Manager & Fleet Shop Leadership Team

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Re-institute daily shop office meetings.		Fleet Shop Leadership Team	December 2012			
Establish daily staff update meeting immediately after wellness stretching.		All Fleet Staff	March 2013			
Redefine Lead Mechanic, Shop Clerk, and Stock Clerk duties with departure of the Shop Supervisor.		Fleet Shop Leadership Team	June 2013			
Survey employees on progress of communication plan.		All Fleet Staff	December 2012			

EVIDENCE OF SUCCESS

- Review 2012 survey results and compare to current survey with expected improved rating of 10%.



STRATEGIC OBJECTIVE: Execute a detailed review of parts room operations with the intent of increasing parts availability and turn-around time to the mechanic. Determine if stockage levels and automation are sufficient to sustain increased workflow.

OWNER: Central Fleet Manager & Parts Room Clerk

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Determine if automation is needed to off-set inventory time.		Central Fleet Manager & Parts Room Clerk	December 2013			
Determine if part-time staff assistance is needed to maintain current operations.		Central Fleet Manager & Parts Room Clerk	December 2013			
Utilize eFleet's robust parts system for re-ordering of parts.		Central Fleet Manager & Parts Room Clerk	December 2013			

EVIDENCE OF SUCCESS

- Reduce mechanic parts "waiting time" by 10%.

STRATEGIC OBJECTIVE: Conduct a comprehensive tool inspection program with the intent of reducing the number of old worn out tools with high-quality lifetime warranty tools.

OWNER: Central Fleet Manager, Lead Mechanics & Mechanics

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Inspect all shop tools for quality and condition.		Lead Mechanics	March 2013			
Develop a tool listing of future purchases.		Lead Mechanics	September 2013			
Dispose of worn out tools.		Central Fleet Manager				
Effectively utilize the annual tool budget of \$5K.		Central Fleet Manager & Lead Mechanics				

EVIDENCE OF SUCCESS

- Reduce the number of worn out tools via an inspection program.



STRATEGIC OBJECTIVE: Conduct a long-term position analysis to determine the correct skills mix for shop office, shop floor, and parts room operations.

OWNER: Central Fleet Manager

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Re-evaluate daily duties for key personnel.		All Fleet Staff with HR assistance	September 2012			
Develop a fleet report writing and analyst position to address customer information needs.		Central Fleet Manager & Account Clerk	December 2013			
Determine right mix of parts room staff.		Central Fleet Manager	December 2013			
Determine effective mix of mechanic skill sets with current staff.		Lead Mechanics	September 2012			

EVIDENCE OF SUCCESS

- Completion of the project.
- Improvement of operations via customer feedback.

CENTRAL FLEET DIVISION ENVIRONMENTAL SCAN

ECONOMIC IMPACT

- Flat Line Revenue with current internal customer. Potential external customer base expansion limited by excess capacity (Expansion of support to the City of Waukesha in 2014 and future fuel sales to the Village of North Prairie in 2015).
- Internal customers continue to seek cost effective vehicle replacement options as a result of tightening budgets. Changes to the Vehicle Replacement Plan policies in 2014 have made procedural changes to replacement cycles and “re-purposed” vehicles more feasible.
- Anticipate a spike in potential repairs revenues from Highway Operations as a result of the Performance Based Maintenance program developed by the State of Wisconsin. Undetermined requirements as the program began in August 2014 as a pilot.
- Oil prices continue with roller-coaster volatility—trending down significantly in 2014 reaching a \$1.99 per gallon for Unleaded Fuel. This provides relief to strained operating budgets.

LEGISLATIVE AND REGULATORY IMPACT

- Fuel regulations continue to change, forcing improvements to infrastructure. The last round of requirements and upgrades were completed on WC fuel sites in 2014. The next round will not take effect until 2018. However, a Fuel Capital Project has been initiated for 2018-2022 for underground fuel tank(s) replacements as part of a 25-year replacement requirement.
- U.S. EPA fuel emission standards resulting in significant reductions in engine emissions resulting in use of UREA. The use of UREA will incur higher operating cost per gallon of fuel burned and unknown engine repair costs. Technology changes as a result of emission changes incurred a \$10K per engine cost increase for R&D. The requirements have significantly spiked the cost of vehicles and equipment as manufacturers address mandated changes. Costs have trended up by over 35% across the board since 2005.

COMPETITIVE BENCHMARKS AND TRENDS

- PM/Repair time standards exist within the operation, however, require constant updating based upon industry and technological trends.
- Industry wide flat rate repair manuals exist for key vehicle classes.
- Pay for Performance evaluations in conjunction with WC performance pay has resulted in 12 Fleet staff members completing Year 2 of PFP, including receipt of merit bas pay incentives.

REVENUE & EXPENSE DRIVERS

- Shop overhead is extremely thin and flat-lined over the past few years requiring only CPI adjustments in expenses (status quo).
- Anticipate a spike in potential repairs revenues from Highway Operations as a result of the Performance Based Maintenance program developed by the State of Wisconsin. Undetermined requirements as the program began in August 2014 as a pilot.

- Recycle (metal) revenues has increased by capturing the Fleet recycle stream and not co-mingling with Highway Operations. Projections are still underway (approximately \$8k per year returned to Fleet Operations budget via recycling).

HUMAN RESOURCES

- Personnel changes continue with the establishment of a Third Lead Mechanic position, which enacts a Lead for each major commodity within Central Fleet (Turf, Automotive, Heavy).
- Hired a new Stock Clerk as a result of vacancy in the position. Significant research and analysis was conducted to determine if outsourcing of the parts room was cost effective. Fleet leadership determined that maintaining the position internally to the staff provided the best ROI.
- Established a new Administrative position within the Shop Office in order to decrease Lead Mechanic staff work and improve direct customer responsiveness by having a dedicated staff member to answer phones, etc.

CENSUS CHANGES

- Fleet is an internal service fund, which directly supports WC Departments (status quo).

OTHER (CUSTOMERS)

- Customers are a driving force for Central Fleet.
- Department changes to business practices, which reduce cost (i.e. less mowing, less use of equipment), directly impacts equipment hours. Changes result in a reduction or increase in billable hours, which drives expenses and revenue. Communication with the customers with regard to operational changes or needs is critical to successful budgeting (ongoing).

OTHER (SYSTEM LIMITATIONS)

- Vehicle Replacement Plan budget charge back limitation resulting in increased outsourcing of potential revenue for Fleet (this condition still exists and must be remedied over time).



ENGINEERING DIVISION STRATEGIC PLAN

STATEMENT OF PURPOSE

Engineering a safe and mobile Waukesha County.

DIVISION SITUATION ANALYSIS

STRENGTHS

- Experience/competent/innovative staff.
- Well-funded programs.
- Asset Management/Inspection Program.
- Training/continuing education.
- Co-op/Intern Program

WEAKNESSES

- CADD Technology.
- Clerical help.
- Understaffed.
- Communications/follow up with highway operations.
- Customer service.

OPPORTUNITIES

- New Staff—fresh ideas/experience.
- Departmental/interdepartmental/community resource.
- Improvement to Rural highway system.
- Shovel ready projects.
- Low cost safety projects.

THREATS

- Slow Economy—Growth—lower revenues.
- State and Federal Funding
- Legislation/ordinances: DP&LU storm water, Corps of Engineers, Trans 75, EPA, DOT.
- Retirements/Aging Workforce.
- Condition of rural highway system.

STRATEGIC OBJECTIVE: Cross-train staff.

OWNER: Engineering Services Manager

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Identify divisional work responsibilities.		All Engineering Staff	March 2012			✓
Assign primary responsibility for those tasks.		All Engineering Staff	April 2012			✓
Determine which staff should have secondary and tertiary responsibility.		All Engineering Staff	April 2012			✓
Assign primary staff the responsibility to train and mentor secondary and tertiary staff.		All Engineering Staff	May 2012			✓
Ongoing cross-training and mentoring.		All Engineering Staff		Annual		

EVIDENCE OF SUCCESS

- Improved customer service.
- Reduced project delays.
- Improved communication.
- Alternate Revenue Sources.
- Communications.
- Traffic Control Management.
- Low Cost Safety Improvements.

ENGINEERING DIVISION ENVIRONMENTAL SCAN

ECONOMIC

- Reduced GTA for projects.
- Reduced County monies for trans project (or used by large building projects).
- Reduced Federal money which filters down to local level by reduced GTA .
- Oil prices have come down to better conditions but will trend up again when economy recovers.
- Other building materials remain higher and because of new regulations, we will need to spend more per mile to build roads.
- Current poor economic conditions can translate into cheaper unit prices.

LEGISLATIVE & REGULATORY IMPACT

- NR 151 rules, garden snake and a self-governed county storm water permitting process have added more cost to design and construction management.
- DNR rules on water quality have forced county to spend more on construction to create ponds and infiltration. Filling in flood plain, mitigation and zoning changes related to storm water management adding cost to even simple projects like culvert replacements.
- Complete Streets and Trans 75 - New rules on bike accommodations will force county to widen roads by 10 more feet and raise project cost per mile.
- Other green and sustainable initiatives will increase design and construction cost.
- Bridges have gotten stricter on requiring scour analysis, general reporting paperwork has put design behind on many projects, and the inspection process is slowed.
- New MUTCD rules have brought about new retro reflectivity standards, which will require us to keep records that are more accurate on sign replacement, and coming down the line will be pavement marking record keeping.
- WisDOT "Zero in Wisconsin" crash reduction initiative will put more pressure on counties to keep detailed accident records and require more aggressive correction of high accident areas. County has kept pace and is good position and ahead of DOT.
- WisDOT FDM is followed by the county for design standards. FDM is constantly updated and hard to keep up with.
- County storm water management & zoning rules and ordinances. Not clear and inconsistent.

TRENDS & BENCHMARKS

- Reduced funding for projects.
- County may need to fund more of its own projects.
- Have shovel or shelf ready projects in case of stimulus monies.
- Having to reduce government spending or have it be balanced.
- Public not interested in raising taxes.
- Work from home to reduce vehicle travel.

REVENUE & EXPENSE DRIVERS

- GTA is down
- Cost more to deliver a project
- Cost more to manage a project
- Cost more to construct a project
- Need to consider revenue items specifically for transportation (wheel tax or increased license fees)
- Permit fees. Last increase was 2014.
- Very few permits for access in the past two years because of economy.
- Other monies / levee needed to continue level of highway improvement projects and to replace the lower GTA from state.

HUMAN RESOURCES

- Three engineering division retirements coming up in next five to eight years.
- How to deal with succession planning for upcoming retirements?
- More lower cost engineering help needed (techs).
- New engineering continuing education rules for PE's.
- Consider more work at home initiatives to reduce commute time.

CENSUS CHANGES

- Population in Waukesha County is steady.
- Income per house is dropping due to economy.
- Vehicle Miles Traveled is down in past three years which affects the type of projects we can get funded.
- Wisconsin has 8% unemployment but has job increase initiatives. Not sure how many jobs will be created and if tax revenues go up (can't rely on it).

THREE POSSIBLE ISSUES (CATEGORIES) TO DEAL WITH IN HIGHWAY DESIGN & SAFETY

1. EFFICIENCY OF OUR HIGHWAY SYSTEMS

- More efficient traffic signal timing. Need more signal retiming and coordination where applicable.
- Need to look into more ways to reduce electrical cost.
- Need to look at roundabout designs to keep them simple (one lane entry, one lane circulating) – more complicated roundabouts require more signing and more lighting and breeds confusion with drivers.
- Need to review TIA and access more stringently to better place access points and to "look ahead" to future conditions so we don't have haphazard or too many access points crammed in a short distance.
- Develop a standard to know where to apply a Bypass Lane vs. having the access use a "Left Turn" lane.
- Conversion of signalized intersections luminaires to LED light by pursuing grant funding (first review results on J & JJ lighting) – energy efficiency.
- Have a centralized traffic control center with wireless dial up to each signalized intersection (coordinated system) and make continual changes based on changing traffic patterns.
- Get a better understanding of our highways (asset management).
- Need better communication between engineering and highway operations (get more computerized and possibly web based). Would like to communicate more by email.
- Implement a project work order system.
- Work more with DOT to have coordinated systems (our signals with their signals at interchange ramps).

2. SAFETY OF OUR HIGHWAYS & INTERSECTIONS

- Intersections are getting safer but our links are still increasing in crashes (curve issues, SSD, non-standard geometrics).
- Look at having more left turn lanes installed at intersections that have intersecting ADT - develop a better standard.
- Continue to construct roundabouts (maybe consider a county wide planning document showing where intersections should be roundabouts vs. having a signal).

3. PROJECT DELIVERY & REGULATION ISSUES

- Increasing regulations (incorporating bikes, ped accommodations, Roundabouts vs. Signal evaluation, new signing requirements, retro reflectivity, green sustainable design).
- pressures, R/W acquisition issues and litigation, increased air quality, storm water regulations and compliance, increasing issues with utilities.
- Seek out more lower cost safety improvements so we don't need to spend \$500K on an intersection.
- Project design is becoming more complicated with more design requirements, more pay items, more specifications, more innovative designs that result in more complicated designs.

ISSUES & NEEDS ANALYSIS (THINGS TO CONSIDER)

- Lower GTA from State and Less Vehicle Miles Traveled means less dollars for highway improvements.
- Need to consider other highway improvements other than capacity expansion which is ADT driven.
- Need to look at projects that are 3R rehab projects to keep the county safe while having reduced capacity projects. We have so many roads that have insufficient design standards and this could be a good time to get more rehab in place projects.
- Need to have "shovel ready" shelf projects that can easily be sent to DOT to get state funding (HSIP, CMAQ, STP rural ...).
- Need to have highway engineering department establish its standards to be closely like WisDOT standards in order to have projects that are "shelf ready" when DOT funding is available.
- A simple design document that all PM's and hired consultants can understand in what ways we are similar or different to WisDOT or AASHTO.
- Need to have Right of Way purchasing closely follow same rules as WisDOT in order to be in a position to more easily convert to a WisDOT built project without much delay.
- Need to aggressively pursue WisDOT funding when available to keep our county funding lower or release county funds to pay for more R3 projects.
- Need iron-clad Municipal agreements for projects so we can keep our County share down and place more \$\$ burden on locals for sidewalks and bike lanes.
- Need senior-level project manager (or junior-level engineer) and Engineering Technician for traffic.
- Need to reduce number of roadways we take over in Jurisdictional transfer.
- Increase in regulation levels (Feds, State, DNR, Army Corps, County Storm Water) that are significantly increasing our design cost, construction cost, and negatively impacting engineering department staff.

FACILITY MANAGEMENT STRATEGIC PLAN

STATEMENT OF PURPOSE

The purpose of the Waukesha County Facility Management Department is to coordinate the physical workplace with the people and work of the organization, to utilize the most efficient and cost-effective facility management practices, to preserve and extend the useful life of the facilities, and to provide the highest quality and value to the County's stakeholders.

DIVISION SITUATION ANALYSIS

To provide a full range of facilities services including preventive maintenance, repair, housekeeping, project management and unique program requests.

STRENGTHS

- Well organized and competent
- High level of accountability
- Leverage technology to increase efficiencies
- Focused on the customer and quality services
- Well equipped with tools and resources

WEAKNESSES

- Failure to keep up with technology
- An aging infrastructure
- Budget bureaucracy
- Lack of a Strategic Facilities Master Plan
- Program courtesies and favors detract from core responsibilities

OPPORTUNITIES

- Take advantage of new and sustainable technologies
- Expand energy management systems
- FM should have a dedicated purchasing agent
- Department reorganization
- Improve long-term planning

THREATS

- Shrinking resources
- Resistance to change
- Hidden cost of regulations
- Uncertainty of UWW infrastructure
- Rising costs of business

DIVISION OBJECTIVES

- Maintain and renovate facilities to meet and exceed intended uses.
- Develop and maintain an exceptionally qualified and well-trained workforce.
- Implement sustainable practices in County facilities.
- Effective Communication.

DIVISION INITIATIVES

- Maintain and renovate facilities to meet and exceed intended uses:
 - ⇒ Perform preventative maintenance activities on all building systems and components.
 - ⇒ Implement “Best Practice” policies and procedures wherever possible.
 - ⇒ Perform repair and renovation projects in a fiscally responsible, timely, and professional manner.
 - ⇒ Perform housekeeping activities to maintain attractive, clean, and safe facilities.
 - ⇒ Perform a programming exercise to determine customer program needs prior to any renovation.
- Develop and maintain an exceptionally qualified and well-trained workforce:
 - ⇒ Hire only the most qualified individuals for any open position.
 - ⇒ Continually invest in training opportunities to increase staff knowledge and performance.
 - ⇒ Test existing staff on knowledge required to excel at the duties of their position.
- Implement sustainable practices in County facilities:
 - ⇒ Track utility consumption by building and type. Compare to previous year’s consumption and regional / national benchmarks.
 - ⇒ Research and implement actions to improve building performance.
 - ⇒ Utilize environmentally friendly or green products in maintenance .
- Effective Communication:
 - ⇒ Deliver clear, coordinated, and timely information within and across divisions and departments.
 - ⇒ Provide the county stakeholders and public with accurate, consistent, and timely information.
 - ⇒ Obtain, assess, and implement feedback from key stakeholders, including the public and staff.
- Performance Measures:
 - ⇒ Benchmark energy consumption with regional standards and rates.
 - ⇒ Benchmark maintenance and housekeeping with IFMA standards.
- Maintain and renovate facilities to meet and exceed intended uses:
 - ⇒ Perform preventative maintenance activities on all building systems and components.
 - ⇒ Implement “Best Practice” policies & procedures wherever possible.
 - ⇒ Perform repair and renovation projects in a fiscally responsible, timely and professional manner.
 - ⇒ Perform housekeeping activities to maintain attractive, clean, and safe facilities.
 - ⇒ Perform a programming exercise to determine customer program needs prior to any renovation.

FACILITY MANAGEMENT ENVIRONMENTAL SCAN

PARTICIPANTS

Jesselen Steinke, Mike Payne, Kris Gresser, Javier Ramos, Jim Elsbury, and Shane Waeghe.

ECONOMIC IMPACT

- The economy remains weak and is clearly impacting Waukesha County, its businesses, citizens, and tax receipts.
- The decrease of oil prices aids in the reduction of utility cost per square foot, but will trend up again upon economic recovery
- Budgets that do not keep up with inflation affect the levels of services provided to our internal customers and taxpayers. We continually reevaluate our service delivery and maintenance policies and procedures to increase efficiencies and attempt to eliminate any dip in service levels.

With a minimal levy increase and normal 2 - 3% cost escalations for labor, supplies, and materials, our budget has been reduced.

- Product and services costs have increased while our budget has gone down.

LEGISLATIVE & REGULATORY IMPACT

- There have been many changes to laws and regulations that could potentially require changes in our service delivery or in costs, budgets, staffing, or other aspects of our operations. Other changes have been proposed at various levels of government.
 - The elimination of union bargaining rights, while negatively impacting our service providers, will help the county and department meet service expectations with reduced financial resources by allowing management to implement changes in work hours and overtime.

COMPETITIVE BENCHMARKS & TRENDS

What benchmarks and trends from similar entities in Wisconsin and/or around the country should be considered during the strategic planning process? These benchmarks and trends may present either potential challenges or opportunities for your division.

Benchmark resources, IFMA, BOMA, and EPA Portfolio Manager. We are constantly looking for the latest FM trends and ways to leverage technology to improve services and increase operating effectiveness and efficiencies.

REVENUE & EXPENSE DRIVERS AND OPPORTUNITIES

What are the key drivers of your division's revenues and expenses and how do you expect they will be impacted in 2012? For example, if your division is completely dependent upon internal budgets, there are no other external drivers, but if you provide any services for a fee, there would be external variables that drive the amount of fees you may expect to receive in a given year. Expense drivers may include fluctuations in fuel prices and the cost of other goods and services.

Internal services are provided without a fee except for the enterprise funds. Interdepartmental revenues in this program area are received from other county departments for maintenance services provided to their departments. These revenues are mainly from enterprise funds or certain other special revenue funds that receive outside revenue sources to pay for these related expenses. External drivers are the 3% increase we need to absorb for goods and services.

HUMAN RESOURCES

Are there any pending changes to your team that may impact the ability of your division to perform certain responsibilities or to complete initiatives? These changes may include retirements of key employees and the need to facilitate knowledge transfer to other staff, reorganization of responsibilities among staff, opportunities for career development of certain staff to improve the division's ability to perform certain duties, etc.

We are eliminating one full time Housekeeping Supervisor in the 2012 budget and replacing them with an internal Lead Building Service Worker.

CENSUS CHANGES

Facilities Maintenance is funded through the General fund and is directly impacted by levy support.

OTHER

- Internal customers and County-owned buildings are the driving force of Facilities Maintenance.

HIGHWAY OPERATIONS DIVISION STRATEGIC PLAN

STATEMENT OF PURPOSE

Maintain the County and State Highway Infrastructure for citizens, businesses and recreational visitors to safely and efficiently travel throughout Waukesha County.

DIVISION SITUATION ANALYSIS

The Divisions strength's in Winter Maintenance response and Emergency Response continue to be our core business. However, there are areas in which we need to improve. Communication, our aging and injured workforce and our employee wellness were all areas that were identified for improvement. There are opportunities that we can take advantage of to improve the division. Flexible scheduling of the workforce, possibilities to increase revenue by doing more work for municipalities and experimenting with new technology to produce cost savings and efficiencies are some of them. Threats are partly out of our control. Legislative reduction in funding and weather affecting our operations among them.

STRENGTHS

- Winter Maintenance.
- Emergency Management and Response to Natural Disasters.
- Response Maintenance to Highway Damage.
- Pavement Marking/Traffic Signal Maintenance.
- Employee Pride in Work.

WEAKNESSES

- Aging Workforce.
- Injured Workforce/Work Comp..
- Employee Wellness – employees out of shape.
- Communication.
- Long-range planning of projects or maintenance activities.

OPPORTUNITIES

- Increased Revenue from Municipalities.
- New Labor Rules allow flexibility in employee scheduling.
- Lead the way with technology:
 - ⇒ Trucks
 - ⇒ Equipment
 - ⇒ Techniques
- Green Initiatives.
- Work more like the private sector.
- Work for Parks to increase revenue.

THREATS

- Privatization forced by Legislation.
- Severe weather disrupts Normal operations .
- Reduced Transportation Aids.
- Reduced Tax Levy.
- Legislation to restrict the type or quantity of work that we can do.

STRATEGIC OBJECTIVE: Maintain existing high level of service in Winter Maintenance. Lead the way with innovative and sustainable solutions to drive winter maintenance costs down yet maintain Level of Service.

OWNER: Highway Operations Manager

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Expand AVL/GPS to County Snow Fleet to more accurately track where salt is applied.		Field Operations Manager & Patrol Superintendents	March 2014			
Determine ROI of AVL Expansion.		Field Operations Manager	May 2013			
Continue to reduce salt use, monitor, and report.		Field Operations Manager & Patrol Superintendents	March 2013			
Use Flexible Scheduling to manage winter overtime use.		Field Operations Manager & Patrol Superintendents	November 2012			
Increase Snow Plow Fleet.		Field Operations Manager	November 2013			
Explore Public Private Partnerships.		Field Operations Manager	November 2013			
Reduce use of freshwater for salt brine making.		Field Operations Manager	November 2013			

EVIDENCE OF SUCCESS

- Use of Salt continues to decline and stabilize with current levels.
- Less overtime use
- Increase snowplow fleet from 60 to 66 to provide 6 spare trucks. One for each substation and two for main shop.
- Contract in place to provide equipment or manpower for disaster type events.
- Increase the use of runoff water and rainwater from zero to 20%.

STRATEGIC OBJECTIVE: Deliver clear, timely and coordinated information within the Highway Operations division other divisions within the Department, within other County Departments and to external customers and stakeholders.

OWNER: Highway Operations Manager

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Expand computer access to all employees at all locations. Make intranet available.		Field Operations Manager, Patrol Superintendents & Information Technology Staff	June 2013			
Expand use of Twitter to all Division activities. Continue use of Twitter for Road Closures and emergencies.		Field Operations Manager	March 2012			
Use broadcast media and County Public Information Officer to tout the Division's innovative and successful programs.		Field Operations Manager & Patrol Superintendents	March 2013			
Expand ongoing use of One Call Now multimedia notification system.		Field Operations Manager & Patrol Superintendents	March 2012			
Expand use of Division website.		Field Operations Manager	November 2012			
Continue to communicate County activities and memos to employees via printed media. Eliminate this once the electronic communications are available to all employees.		Field Operations Manager & Patrol Superintendents	November 2012			

EVIDENCE OF SUCCESS

- Survey employees to gauge level of communication—current ranking 3.
- Provide all employees intranet access.
- Increase followers on Twitter by 15% per year. As of 4/411/12, 68 followers.
- Add links for report a problem, weather and special event information to the division page.

STRATEGIC OBJECTIVE: Maintain existing high level of service in Emergency Response and Management. Lead the way with innovative solutions to emergency management situations to help maintain high Level of Service.

OWNER: Highway Operations Manager

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Continue to respond to emergency situations with the current level of service.		Field Operations Manager & Patrol Superintendents				
Create Division Emergency Disaster Plan.		Field Operations Manager & Patrol Superintendents	July 2013			
Create Public Private Partnerships for equipment use during Emergency Disaster Declarations.		Field Operations Manager & Purchasing Division	November 2013			
Track employees deployed into Emergency Management events.		Field Operations Manager, Patrol Superintendents & Field Operations Staff	July 2013			

EVIDENCE OF SUCCESS

- Disaster Plan written by July 2013.
- Plan presented to Highway Operations Staff by October 2013.
- Semi-annual training on different aspects of the plan completed.

STRATEGIC OBJECTIVE: Institute a work order management system to better track daily costs and equipment uses.

OWNER: Highway Operations Manager

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Finalize system selection and institute Cartography Call Director & Work Director to better track requests for maintenance.		Field Operations Manager & Patrol Superintendents	March 2013			
Train staff & deploy systems.		Field Operations Manager & Patrol Superintendents	April 2013			
Replacement for CHEMS to increase job cost information, invoicing, and better tracking & budgeting.		Field Operations Manager	March 2013			
Long Range planning for projects and resources.		Field Operations Manager & Patrol Superintendents	March 2013			
Use maintenance data as one determinant in Capitol Project selection.		Engineering Services & Field Operations Managers	November 2013			
Expand & use Cartography further as we learn the system.		Field Operations Manager & Patrol Superintendents	November 2014			

EVIDENCE OF SUCCESS

- 40% Savings in highway operations data entry.
- 100% Improvement in cost reporting.
- 20% Improved customer satisfaction levels (before and after survey) .
- Improved selection and budgeting of capital and non-capital improvements .
- Ability to track and analyze asset life cycle costs to obtain maximum ROI.
- Use of data for capitol project selection.

STRATEGIC OBJECTIVE: Increase snowplow fleet to maintain existing high level of service in Winter Maintenance. Increase fleet to adequately maintain full snowplow operations (60) vehicles despite maintenance breakdowns and accidents.

OWNER: Highway Operations Manager

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Study lane miles per patrol truck/section to determine efficiency and effectiveness of snow plow fleet.		Field Operations Manager & Patrol Superintendents	June 2012			
Study methods to increase fleet.		Field Operations Manager	March 2013			
Investigate Public/Private Partnerships		Field Operations Manager & Patrol Superintendents	March 2014			
Increase shared snow services with Parks Department. Utilize Parks & Highway equipment to its best use.		Field Operations Manager, Patrol Superintendents, Parks Supervisors & Parks Managers	December 2013			
Increase shared services with Municipalities. Increase revenues by providing services to municipalities that do not have specialized equipment.		Field Operations Manager & Patrol Superintendents	March 2013			

EVIDENCE OF SUCCESS

- Increase sharing of snowplow equipment—currently 3% less overtime use.

STRATEGIC OBJECTIVE: Reduce workers compensation claims through improved safety awareness, training and accountability in order to decrease costs, as well as increase revenue generation and employee productivity.

OWNER: Highway Operations Manager

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
On a division-wide basis, DPW should strive to track claims, identify high hazard work activities, adopt safer methods, and implement techniques to lower risk of injury.		Director, Division Managers & Risk Management	December 2013			
All divisions will be required to complete one safety training session per year covering areas specific to division activities. DPW must provide adequate funds to hire experts to insure certification when required.		Supervisors & Staff	December 2013			
Improve employee attitudes towards safety, their use of personal protective equipment, and safe work practices.		Director, Division Managers & Supervisors	December 2013			
Restructure accident/incident procedures to reduce workers compensation costs and lost time.		Division Managers, Supervisors, Safety Committees & Risk Management	December 2013			

EVIDENCE OF SUCCESS

- Obtain and review detailed claim information from Risk Management.
- Annually educate employees on common injuries and safe work practices.
- Completion of annual training documented in training record.
- Increased use of personal protective equipment. Crew leaders or supervisors to document and record. Information to be used for annual performance evaluation.
- With Risk Management restructure procedures to document and follow up more effectively.
- Reduction of workers' comp claims.

- Need to add staff to maintain added lane miles both on County and on State.
 - ⇒ **Census changes:** The 2010 census has resulted in changes to federal funding, legislative districts and other adjustments. Are there any census-related changes that may impact your division, its required service delivery or funding? If so, please be specific about the change and its potential impact.
 - ⇒ Increased population in county causes traffic increases and additional maintenance to the roads.
 - ⇒ **Other:** Are you aware of any other changes to the environment in which we work that may impact your division or the department as a whole?
- Weather - Extreme events impact our operations greatly, snow storms, floods, tornadoes, wind storms, all impact our budget and stretch our resources. This causes us at times to cease some of our normal operations to work on the emergency response.

APPENDIX F: DEPARTMENT OF PUBLIC WORKS OBJECTIVE PROGRESS REPORTS

PROGRESS REPORT CARD LEGEND

TRENDS

✓ Goal has been met

↓ Performance is trending in an unfavorable direction

↔ Trend is holding

↑ Performance is trending in a favorable direction

The following report cards indicate the current status of each objective, the different measures being utilized to monitor each action step's progress, and which County Objectives are achieved by Waukesha County Department of Public Works.

The "trend column" supplies a quick update in which direction the action step is trending. Find more details for various action steps by clicking on the appropriate link provided for certain action steps.

Updated: January 2017

PROGRESS REPORT CARD

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #1—Provide a Safe and Well-Maintained Transportation Network.											
Develop Highway Capital Plan based on need.	Capital Plan developed	Plan developed each year		↔	✓			✓			
<ul style="list-style-type: none">· Develop a Pavement Management Plan.· Respond to roadway disrepair issues.	Pavement Condition Index (PCI)	PCI > 70	✓	↓	✓			✓			
Develop a Bridge Maintenance Plan.	Bridge Sufficiency Rating (BS Rating)	BS rating > 80		↔	✓			✓			
Develop a system to measure snowplow performance.	Timing & Effectiveness of Snow Plow Routes	Decrease in time spent on snow plow routes		↓	✓						
Additional Objective Measures	Segmental Crash Rate	<160 rural <286 urban per 100 million vehicles			✓			✓			
Additional Objective Measures	Average Intersection Crash Rate	<1.5 per 1 million vehicles		↓	✓			✓			

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #2—Develop fiscal procedures that promote revenue generation, operational cost efficiency, and financial stability.											
Review changes in State law governing workforce rules to promote flexibility and efficiency.	Total Overtime & Comp Time Used	Reduction in Overtime & Comp Time hours	✓	↑							✓
Reduce Overtime & Comp Time hours earned utilizing changes that resulted from the 2011 Wisconsin Budget Repair Bill (Act 10).	Payroll System data	Reduction in Overtime & Comp Time hours		↓							✓
Earn 100% or more of eligible State Routine Maintenance (RMA) & Traffic Maintenance (TMA) revenues.	% of eligible funding earned (monthly reporting to the State)	100% of eligible funding earned		↓							✓
Annually review & develop fees charged for services to ensure rate is covering full cost of provided service.	% revenue recovery of service expense (data provided by Division Managers)	100% revenue recovery of service expense	✓	↔							✓
Review alternative revenue sources that utilize excess County resources.	Annual revenue budget & data from Division Managers	Increased annual revenues & recover 100% excess fixed expenses	✓	↑		✓					
Research State & Federal Programs to obtain grants or other funding that offset losses in State revenue streams/aid.		Increase State/ Federal Revenues	✓	↑		✓					
Monitor legislation & provide notice of any reductions in revenue sources.			✓	↑		✓					



DEPARTMENT OF PUBLIC WORKS STRATEGIC PLAN

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
Evaluate traditional equipment purchases against either leasing; joint use with private sector or other departments; or seasonal lease.	Cost of services provided vs contracted services	10% reduction of cost	✓	↑							✓
Evaluate the cost effectiveness of Department provided vs contracted services without reducing the level of service provided.	% of cost reduction	10% reduction of cost	✓	↑							✓

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #3—To implement environmentally sustainable policies and procedures that are fiscally responsible and improve the quality of life.											
Develop policies and procedures that utilize the LEED design system to incorporate environmentally sustainable principles into the design, construction, and renovation of County facilities.	LEED design scores	LEED design scores that exceed the State of WI minimum energy requirements		↔			✓				✓
Continue to research opportunities for new sustainability measures including possible funding sources. Develop ROI's and implement projects through the budget process.	Research & Benchmarking	Use research to obtain new funding sources for sustainability projects		↔			✓				
Develop sustainable policies and procedures to support and enforce sustainable occupancy practices in County facilities, such as the restriction of personal heaters and appliances.	Visual Facilities building inspections	Complete building inspections each year	✓	↑			✓				
Monitor and report on the Key Outcome Indicators of selected sustainability initiatives.	Utility Trac Plus data	Track progress of selected sustainability initiatives		↔			✓				✓
Continue to monitor and benchmark water and utility consumption at County facilities. Evaluate data and initiate projects to increase operational efficiencies.	Utility Trac plus data	Use water & utility consumption data to determine project priorities	✓	↑			✓				✓



DEPARTMENT OF PUBLIC WORKS STRATEGIC PLAN

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
Develop fiscally responsible policies and procedures to guide the purchase of green, sustainable products to be used in all operations, maintenance and housekeeping activities.	Amount of green, sustainable products used	Increase in quantity of green, sustainable products used in all operations,		↑			✓				✓
Initiate multi-year project to re-commission the HVAC systems in major County facilities.	Amount of HVAC systems in major County facilities re-commissioned	Re-commission 1 major facility each year		↔			✓				
Continue to increase the use of recycled material used in road building.	Amount of recycled material used in road building projects	Increased use of recycled materials used in road building projects	✓	↔			✓				✓
Encourage County employees to actively contribute to supporting copy paper reduction.	Amount of paper used	Reduction in quantity of copy paper used		↔			✓				
Encourage County employees to actively contribute to support recycling.	Amount of dumpster pickups	Reduction in quantity of dumpster pickups		↔			✓				
Encourage County employees to actively support cafeteria disposable serving ware waste reduction.	Amount of disposable serving ware used	Reduction in quantity of disposable serving ware used		↑			✓				
Encourage County employees to actively contribute to support utility consumption reduction.	Amount of utilities consumed by County	Reduction in utility consumption per square foot for Gas, Electric & Water		↔			✓				✓
Utilize technologies to enhance anti-icing procedures and equipment, which reduces salt usage.	Amount of salt & water used for deicing	Reduction in quantity of salt & water used for deicing	✓	↑	✓		✓				✓
Continue to improve storm water management.	Amount of compliance of MS-4 standards	Increase in the compliance of MS-4 standards on all construction projects	✓	↔			✓				



DEPARTMENT OF PUBLIC WORKS STRATEGIC PLAN

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
Continue to improve traffic control by utilizing roundabouts and coordinating traffic signals.	ICE Reporting	Increase traffic flow	✓	↔	✓						
Turn trucks and vehicles off when not being used.	Amount of fleet fuel consumption & CO emissions	Reduction in fleet fuel consumption & CO emissions		↔			✓				✓
Additional Objective Measures	Employee Survey; decrease in employee waste	An increased awareness of the importance of sustainability by county employees		↔			✓				
Additional Objective Measures	Amount of materials recycled on County projects	An increase of the materials recycled on County projects		↔			✓				✓



DEPARTMENT OF PUBLIC WORKS STRATEGIC PLAN

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #4—Deliver clear, timely, and coordinated information within as well as across divisions and departments to improve productivity and employee engagement.											
Develop a policy regarding what information belongs on webpage and physical bulletin boards.	Policy exists in writing & has been communicated to staff	Create a written policy	✓	↔				✓		✓	✓
Develop a policy for unofficial non-County events or information postings.	Policy exists in writing & has been communicated to staff	Create a written policy	✓	↔							
Develop and provide every onsite and offsite employee with access to a computer and intra-County systems.	% of employees with access to a computer & intra-County systems	100% employee access	✓	↔	✓		✓			✓	✓
Initiate specific ongoing employee forums. During departmental meetings, have guest supervisor, manager or director to pass on any additional information.	Topics provided at each meeting	Present topics at All Departmental Staff Meetings	✓	↔						✓	✓
Initiate anonymous electronic suggestion box.	% of employees with access to Suggestion Box	100% employee access	✓	↔	✓						✓
Develop and maintain a quarterly department employee newsletter.	# of employee newsletters sent each year	Minimum of 4 employee newsletters sent annually		↓	✓			✓			✓
Develop a plan to publicize Department programs and achievements and facilitate communication between the County departments and outside agencies. Utilize social media and County Executive's office.	# of publications regarding Department's programs, achievements & happenings each quarter	Minimum of 10 publications each quarter	✓	↔	✓	✓	✓			✓	✓

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
Enhance existing point of contact listing by subject for the public on significant Public Works issues.	Public has access to enhanced list	Continual updating of list to reflect changes	✓	↔	✓					✓	✓
Investigate new communication technologies, such as Skype, Go To Meeting, and video conferencing.	# of new technologies researched	At least 1 new technology researched annually		↑	✓	✓		✓		✓	✓
Promote and understand County directives related to countywide financial sustainability: <ul style="list-style-type: none"> . AAA Bond Rating . Lowest interest rates available . Debt service threshold at 10% or less . Lowest per capita spending of any county statewide . Financial reserve policy 				↑		✓				✓	✓
Survey of employees annually on departmental communications to gauge effectiveness of new objectives.	Employee survey geared towards gauging effectiveness of new objectives	Majority of employees believe the new objectives are effective		↔				✓		✓	✓



DEPARTMENT OF PUBLIC WORKS STRATEGIC PLAN

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #5—Enhance departmental customer service by providing all employees with appropriate tool, training, and accountability.											
Input from customers—send electronic survey with every work order that is completed.	Asset works System Survey results	100% positive customer feedback	✓	↔						✓	
Train all personnel on proper phone etiquette when addressing the customer (identify Department with professional greeting).	% of employees trained in customer service & phone etiquette	100% employees trained	✓	↑						✓	✓
Create a DPW-wide Employee Directory with names by division ,function, title, phone numbers & location.	% of employees listed on directory	100% of employees listed on directory	✓	↔						✓	
Encourage the County to expand the existing electronic phone directory to be a searchable Directory of County Services with contacts and locations that lists the Point of Contact for various issues.	Electronic directory is searchable by service	Provide customers tool to easily find Point of Contact Person for every service		↑						✓	✓
Additional Objective Measure	Annual customer satisfaction survey	To obtain positive customer satisfaction & feedback	✓	↑						✓	✓



DEPARTMENT OF PUBLIC WORKS STRATEGIC PLAN

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #6—Enhance the Department’s capability to deliver quality service by providing timely and appropriate training for its employees.											
Review Job Descriptions for accuracy. Provide Job descriptions & categories to objective owner for initial training records..	% of revised job descriptions provided	100% job descriptions revised	✓	↑				✓		✓	
Identify deficiencies in skills & technological knowledge. Employees shall identify & discuss required training, professional accreditations, certifications & licenses with their supervisor.	% of employees who have discussed with their managers their technological knowledge & skill deficiencies	90% of employees will have initial training record completed		↔	✓			✓		✓	✓
Employees shall create a “pass down binder” to assist Managers & Director in completion of training records, annual reviews & succession planning.	Binders established for every existing position in DPW; annual audits of training records will be implemented	90% of employees will have a binder & all licenses/ accreditations will be renewed prior to expiration		↔				✓			
Use existing employee knowledge base to establish a mentoring program by identifying Subject Matter Experts (SMEs). Identify any training or resources needed by SMEs. Implement cross-training opportunities within divisions with SMEs as instructors.	Necessary training identified & cross-training opportunities provided using division SMEs	Cross-training program implemented in each division		↔	✓			✓		✓	
Divisions shall ensure employees understand & are properly trained in their duties. Provide opportunities for acquiring skill sets & sufficient financial means for training.	% of employees who say they understand their job duties	80% of employees say they understand their job duties		↔	✓					✓	✓

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #7—Develop and implement a succession plan to ensure continuity of service as vacant positions within the Department occur.											
Form a Department-wide succession planning perspective from the Director on down through all employees. Provide Director with a list of potential employee retirement dates. Coordinate with HR if necessary.	Diagram of short term & long term succession plan; list of employee retirement dates created & kept up to date	Improve business continuity by preparing Department for short & long term vacancies	✓	↑				✓		✓	
Prepare for long and short-term employee absences and position vacancies by encouraging cross training & participation in the mentoring & training programs.	% of positions cross-trained for short & long term absences	100% of positions/ job duties have a back up employee trained		↑				✓		✓	
Create a list of employees with the potential and desire to assume greater responsibilities within the Department.	List of employees created & updated during annual employee review process	Identify individuals with potential & desire to assume greater responsibility		↑				✓		✓	



DEPARTMENT OF PUBLIC WORKS STRATEGIC PLAN

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #8—Improve employee wellness as a means of reducing sick time, while also improving productivity and quality of life for employees.											
Increase participation in County “3 Steps to Success” Program.	# of participants reported by Human Resources Division	10% increase in annual participation	✓	↔						✓	
Increase participation in Summer Fitness Challenges.	# of participants reported by Human Resources Division	10% increase in annual participation	✓	↔						✓	
Reduce total hours off for sick, medical or workman’s compensation issues from 2010 to 2014.	Total amount of sick, medical and/or workmen’s comp hours	Decrease by 20% from 2010 to 2016		↓						✓	
Increase awareness of Lunch & Learn Programs and Online Wellness.	% of programs promoted by Wellness Representatives & DPW Managers	Promotion of 75% of Wellness events & programs	✓	↔						✓	

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #9—Reduce workers compensation claims through improved safety awareness, training, and accountability in order to decrease costs, as well as increase revenue generation & employee productivity.											
Review claims, analyze causation, and identify high hazard work activities with Risk Management semi-annually. Adopt safer methods and implement techniques to lower risk of injury.	# of Workmen's Compensation Claims; amount of protective equipment used by employees	Keep Workmen's Compensation Mod below 1 & increase use of protective equipment	✓	↑	✓					✓	✓
All divisions will be required to complete one safety training session per year covering areas specific to division activities. DPW must provide adequate funds to hire experts to insure certification when required.	# of training sessions provided by Department; annual training record kept up to date	Minimum of 1 training session provided per year for each division & recorded in individual employee training records	✓	↑	✓					✓	✓
Develop a plan to reinforce the importance of safe workplace practices to reduce workers compensation costs and lost time.	Amount of Workmen's compensation costs & lost time	Reduction of Workmen's Compensation costs each year	✓	↑	✓					✓	✓

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #10A—Develop a system that promotes productivity and provides incentives to the most motivated Department employees. This includes a Pay for Performance (PFP) system.											
Identify a DPW Division which will conduct a pilot program for PFP.	Division identified—Central Fleet	To identify a division for pilot program	✓	↑						✓	
Develop a comprehensive program which includes a detailed timeline of requirements, criteria, processes & training documents.	Written documents created	To create the appropriate program-related documents for training	✓	↑						✓	
Complete an extensive series of Leadership & Human Resource reviews of the pilot program including pre- and post-evaluation audit/analysis.	Audits completed by Leadership & Human Resource representatives	To receive program approval from Leadership & Human Resources	✓	↑						✓	
Re-construct the Employee Evaluation in order to support the Pay for Performance requirements through the use of an Employee Pay for Performance Committee.	Changes made to Employee Evaluation	To recreate the Employee Evaluation to support the PFP program	✓	↑						✓	
Communicate & train Fleet staff on implementation of the program.	% of Fleet Staff trained on program	100% of Fleet Staff trained	✓	↑						✓	
Establish a strategy & process to provide employee feedback up to & including the employee evaluation & presentation of incentive pay upon approval the Waukesha County Executive.	Process established in writing	To establish a process for employee feedback	✓	↑						✓	



DEPARTMENT OF PUBLIC WORKS STRATEGIC PLAN

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
Transition Central Fleet from a Pay for Performance Pilot Program to a fully implemented system of performance pay.	% of eligible Fleet employees on fully implemented system	100% of Fleet employees on new system	✓	↑						✓	
Complete periodic review of Pay for Performance evaluation program & employee evaluations.	Inefficiencies identified & modifications made	To identify any inefficiencies in new system	✓	↑						✓	
Identify next Public Works Division to transition to a Pay for Performance pay system.	Next division identified	To identify next division to implement new system	✓	↑						✓	

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #10B—Develop a system that promotes productivity and provides incentives to the most motivated Department employees. This includes a rewards and recognition system.											
Establish a Recognition Committee to research current Public Works practices & develop a Rewards & Recognition Program.	Committee Members identified	To identify Committee Members for Rewards & Recognition program development	✓	↑						✓	
Create a Public Works task force to develop a comprehensive program, which includes a detailed timeline of requirements, criteria, processes & tracking documents.	Program created & all details documented in writing	To complete a comprehensive program in a detailed written document	✓	↑						✓	
Define recognition program & guidelines.	Program & guidelines defined in writing	To define program & guidelines in writing	✓	↑						✓	
Define budgeting & resource requirements to implement program.	Program budget & resource requirements defined	To define budget & resources needed for program implementation	✓	↑						✓	
Communicate & train staff on implementation of the program.	% of staff trained on defined Rewards & Recognition Program	100% of staff trained on new Rewards & Recognition Program	✓	↔						✓	
Develop a Rewards & Recognition Committee to have program oversight for consistency in execution with periodic review.	Members of Rewards & Recognition Oversight Committee identified	To identify an Oversight Committee to provide ongoing review of Rewards & Recognition Program	✓	↑						✓	

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #11—Develop Subject Matter Experts (SMEs) to provide “first response”, in-house support for specialized technology.											
Identify various technologies that should have a designated SME.	Technologies identified	Identify all technologies requiring a SME	✓	↔						✓	
Appoint SMEs.	SMEs identified	Identify SME for each identified technology	✓	↔						✓	
Develop responsibilities and performance standards for SMEs.	Responsibilities & standards established in writing	To provide SMEs with their duties & the standards at which they are held	✓	↔						✓	
Identify any resources or training needed for SMEs.	Needed resources/ training identified; set training schedule established	To determine additional trainings needed & establish training schedule	✓	↔						✓	
Complete initial training on all identified technologies.	% of SME trainings completed	Train all SMEs on identified technologies	✓	↔						✓	
Identify backups to SMEs.	SME backups identified	To have backup SMEs in case the initial SME is unavailable	✓	↔						✓	

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #12—Implement Asset Management System.											
Finalize system selection.	System selected	To select a system for implementation	✓	↔				✓			
Staff interviews, develop workflows, customize software & develop mobile device needs.	Changes in work flows, software & mobile device utilization implemented	To establish efficient work flows & provide staff with the appropriate tools to do their jobs effectively & efficiently	✓	↔				✓			
Prepare prototype and test.	Prototype tested	To create a prototype & test its capabilities	✓	↔				✓			
Train staff & deploy systems.	% of staff trained & systems deployed	100% of staff is trained & systems have been deployed	✓	↑				✓			
Data Collection, reporting, ongoing training & software revisions.	Accuracy of Reporting; surveys	Time saved & increase in reporting accuracy	✓	↑				✓			

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #13—Effectively integrate strategic goals & objectives into the annual County budget process, staff goals & performance evaluations.											
Effectively incorporate Department of Public Works Strategic Plan objectives into the annual budget process	Publish critical objectives in annual budget	Annual budget book includes critical objectives		↔						✓	
Integrate Waukesha County and Public Works Strategic Plan goals and objectives into annual goal setting for each DPW employee.	Audit signed annual employee goals	80% of employees have SP related goals		↔						✓	
Integrate and measure individual employee's annual strategic goals through the annual performance evaluation process.	Audit annual employee performance evaluations	80% of employees have effectively completed goals		↔						✓	
Ensure Public Works staff understands their job is critical to the successful outcome of both the Public Works and the Countywide Strategic Plans	Annual survey	80% or more DPW staff understands		↔						✓	



A SAFE COUNTY

Keeping our community members safe is our first priority here at the County. Ensuring the safety of both the individual and our businesses alike provides our County with a more appealing image to outside businesses and individuals. This leads to the potential of attracting more individuals and businesses to our County, which encourages more diversity while providing more opportunities for the residents of Waukesha County.

In the Department of Public Works, our biggest responsibility, in regards to providing a safe County for our residents, deals with the quality of our transportation infrastructure. It is our responsibility to provide our residents with good quality road conditions to improve overall safety on the roadways. From pavement resurfacing to proper street signs and signals to snow removal services, the Department of Public Works must continually work to plan according to the needs of the community.

In our current plan, our Department has worked to increase safety on the roadways by working to improve the condition of the roads as well as bridges. Our current goal is to continuously keep the Pavement Condition Index (PCI) above 70, which indicates the road is, at minimum, in good condition. The chart below indicates the direction in which our Pavement Management Plan is trending. As you can see from the chart, our PCI has is trending downward in the past two years, which indicates we are not maintaining our goal of 70 or higher.

Another goal of our Department is to decrease both the Segmental Crash Rates in the County, along with the average Intersection Crash Rate as well. Through improving the use of signals, turn lanes, and roundabouts, to name a few, we are able to provide safer intersections that allow for easy flow of traffic in all directions. The below chart indicates there has been a decline in the number of segmental crash rates in both urban and rural settings, which demonstrates that the Department's Signals & Safety Program as well as the expansion projects are having an impact on safety throughout the County.

Although roadways make up the majority of our transportation network, another important focus of our Department was to develop a Bridge Maintenance Plan to better maintain our bridges throughout the County. Our goal was to maintain a

Bridge Sufficiency Rating of 80 or higher. The data included in the below table, again, shows that we have maintained our goal of 80 or above; however, we have also not improved our ratings greatly, rather we have remained at similar levels annually since 2011.

	2011	2012	2013	2014	2015
Pavement Condition Index (PCI):	72	73	69	67	65
Bridge Sufficiency Rating:	85	84.1	85	84.7	85.7
Intersection Crash Rate:	0.31	~	0.24	~	0.18
Rural Segmental Crash Rate:	177	~	167	~	N/A
Urban Segmental Crash Rate:	183	~	179	~	N/A

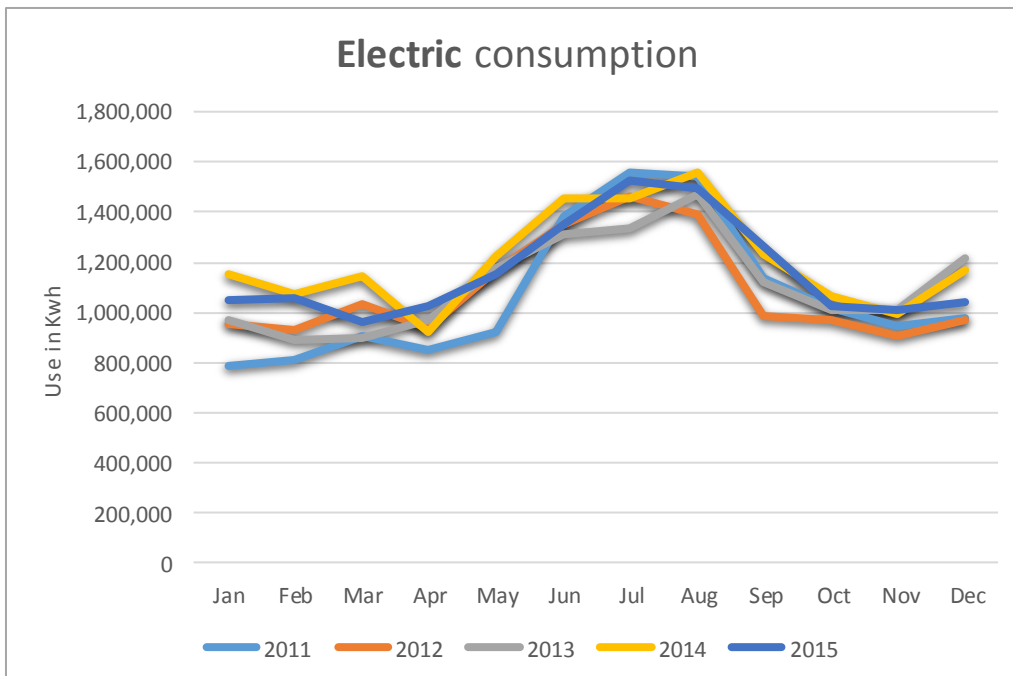
A COUNTY WHICH OFFERS A VIBRANT ECONOMY

Another initiative of the County is to strive to offer a vibrant economy for both citizens and business alike. Within our Strategic Objectives, we aim to achieve this goal as a Department as well. Within our budgeting efforts, our goal is to review alternative revenue sources to utilize excess County resources. Through this review process, we will also research State and Federal Programs to obtain grants or other types of funding that may help offset the losses we may have experienced in State funding. We will also aim to monitor legislation to anticipate any reductions in revenue sources in the future to allow for better planning for the future. By searching for other avenues in which to obtain additional funding, we are able to maintain our funding and continue the work we do in our Department.

AN ENVIRONMENTALLY RESPONSIBLE COUNTY

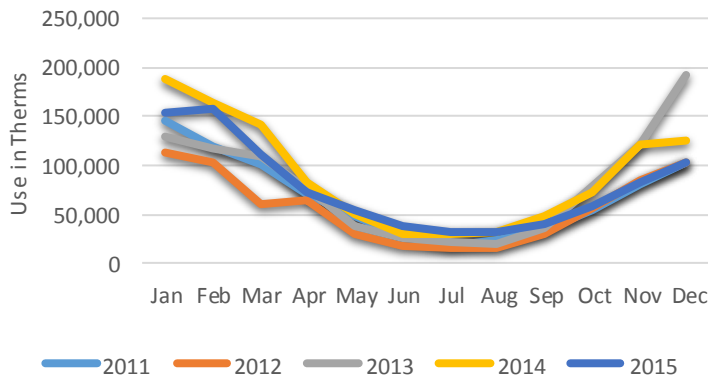
Within our Department's Strategic Plan, we have included various goals that work towards the idea of an environmentally responsible County. To ensure the sustainability of our County for future generations, it is important to start the long term planning process now. Beyond researching new, sustainable products in which we can utilize, the implementation of using such products and the monitoring of their affects on the County's utility usage take us that much further into our sustainability efforts. With utilities being a large focus of our efforts, it was important for our Department to be able to meter each utility and our major facilities throughout the County. Therefore, individual meters, which would allow for such monitoring, are being installed in the major County facilities. Our goal is to reduce the amount of utilities our facilities consume annually.

This chart illustrates the total electrical consumption per month for the facility management facilities for the past five years. Consumption is affected by weather, equipment efficiency, facility usage and corporate culture.



Consumption has generally been decreasing the past few years. Monthly electrical usage is the highest in the summer due to the operation of the air conditioning equipment. There have been a number of energy efficiency projects initiated over the past few years that have had an effect on electrical consumption. In 2011, 2012, and 2013 a number of lighting upgrade projects have been completed that should reduce consumption in the future.

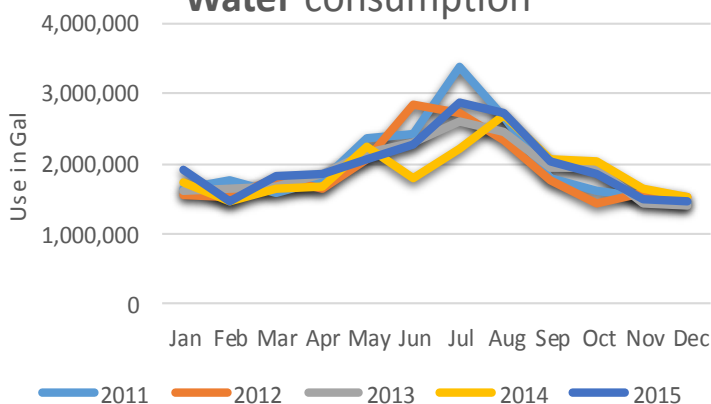
Natural Gas consumption



Gas consumption has remained relatively stable. Consumption is affected by weather, equipment efficiency, facility usage and corporate culture. We do expect some savings in the future due to the boiler burner upgrades to high efficiency burners. The use of ozone generation for the laundry and solar hot water equipment on the roofs of the Jail has aided in the reduction gas consumption.

Water consumption for all buildings has been on the decline since 2005. The chart references the past four years. There are a number of factors that contribute to this, including low flow toilets and operational changes in the Jail. But the primary reason is the elimination of the water cooled condensing units in the Law Enforcement Center.

Water consumption

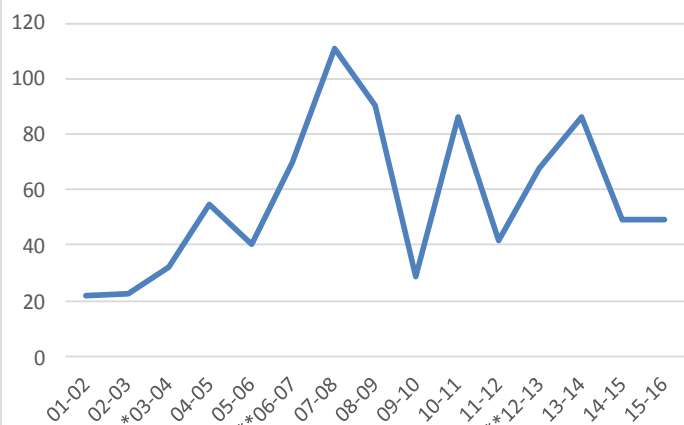


We also wish to encourage County employees to actively contribute to support our recycling and waste reduction efforts. We hope to measure this in the amount of dumpster pick-ups that occur along with the amount of copy paper used throughout all County departments. We are working in conjunction with Department of Parks & Land Use to better our efforts in employee recycling contributions.

Another practice we have promoted is the use of recycled materials in our Engineering & Highway Operations divisions. On recently completed projects, such as the County Hwy M and County Hwy L projects, we saved 27,000 tons of mined materials by recycling asphalt and base course in 2013 alone. We are continuing this practice in future projects and hope to have long-term data to support our early findings and increase savings in the long run.

Finally, we hope to utilize technologies that will decrease the amount of salt use for de-icing roadways. However, to simply compare salt use from year to year would not be accurate depiction our level of efficiency

Snow Fall



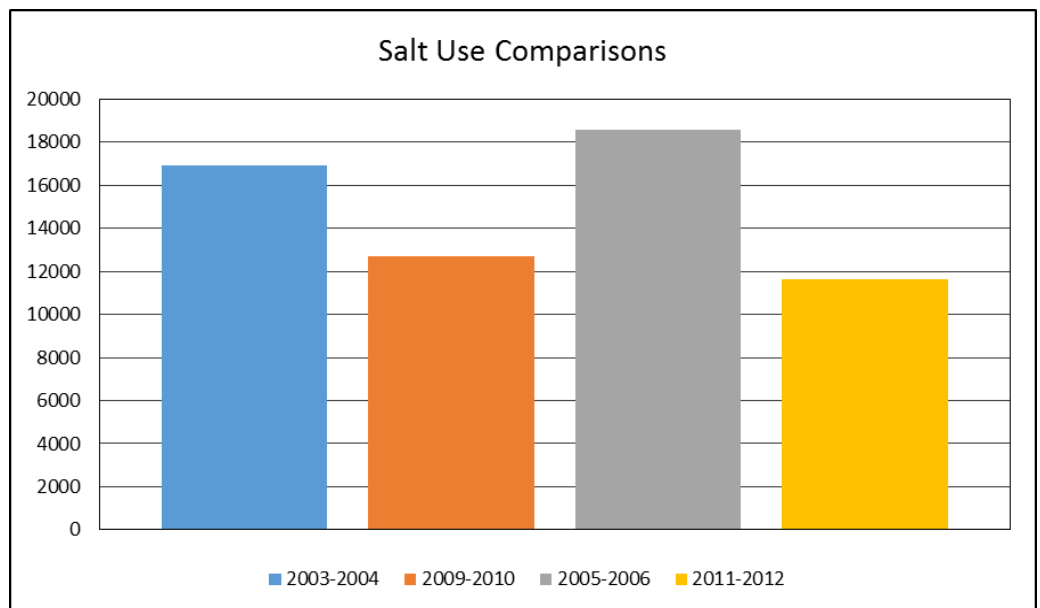
using salt and decreasing its usage; for this reason, we have separated annual data into charts where we can compare the use of salt in winters with similar amounts of snowfall and lane miles. Below, you see a chart indicating snowfall amounts from 2001—2013. Through use of this data, we are able to decide which winters would be comparable to another, as well as winters where we were not using the Pre-Wet Technology and winters where the Pre-Wet Technology was being utilized. That way, we will have a better idea of whether or not the Pre-Wet Technology is truly allowing us to save on salt usage.

At right, you will find the chart that compares the winter of 2005-06 to the winter of 2011-12 as well as the winter of 2003-2004 to the winter of 2009-10 in regards to snowfall and lane miles, both County and State totals. You can determine that the numbers for each comparison are similar to one another, which will allow us to make a fair assessment regarding the effectiveness of the Pre-Wet Technology. It is also important to note that Pre-Wet technology was only installed on 12 trucks starting in the 2006-07 winter season, while the remaining Fleet of trucks did not receive the Pre-Wet Technology installation until the 2012-13 winter season.

The following graph shows the overall salt usage in each of these designated years. Ultimately, it shows that the Pre-wet Technology use on the 12 trucks was effective in

reducing the amount of salt we used in each of the seasons. In the first comparison, it shows we used 4204 tons less of salt in seasons where snowfall and lane miles were similar in the County alone. The second comparison shows an even greater 6937 tons less of salt used in the County. Therefore, we have been able to utilize technology to achieve our goal of less salt usage, even though different weather factors may contribute to the usage from year to year.

WINTER SEASON	SNOWFALL INCHES	SALT USE TONS	COUNTY LANE MILES
2003-04	32	16913	835
2009-10	29	12709	863
2005-06	40	18561	853
2011-12	42	11624	868



A WELL-PLANNED COUNTY

Another major County Outcome is for all departments to become a well-planned county. One way in which we guided efforts towards this outcome was a shift in focus succession planning. Each division in Public Works' positions require a variety of skill levels, certifications, degrees, etc. To plan for short- and long-term absences and vacancies, we asked each division to provide the director with a list of employees and their potential retirement dates. We requested an updated job description of each position to better understand the skills required to successfully fill each position. This would allow us to easily recognize individuals currently in our Department that would qualify to fulfill the job duties of a position higher up. To transition such individuals and prepare current employees for advancement opportunities, we encouraged each division to cross-train employees and to participate in the County's mentoring and training programs. Below is a diagram that encompasses our efforts to plan for the future:



Finally, we asked each Division Manager to list employees with potential and desire for greater responsibilities. Next, additional mentoring and training can prepare them for greater responsibilities with ease and confidence, and our Department would continue to function smoothly with minimal issues. With these steps in place, we hope to be able to have a plan in place for absences and vacancies.



A COUNTY THAT ASSISTS AT-RISK CITIZENS

Within our Departmental Strategic Plan, we do not have a specific focus on at-risk citizens; however we do currently provide para-transit opportunities for individuals who require such assistance. This service provides individuals with special transportation needs a way of commuting throughout the County for any reason they may need to utilize this service. From doctors appointments to grocery shopping, our para-transit services are there for those individuals in need of extra assistance.

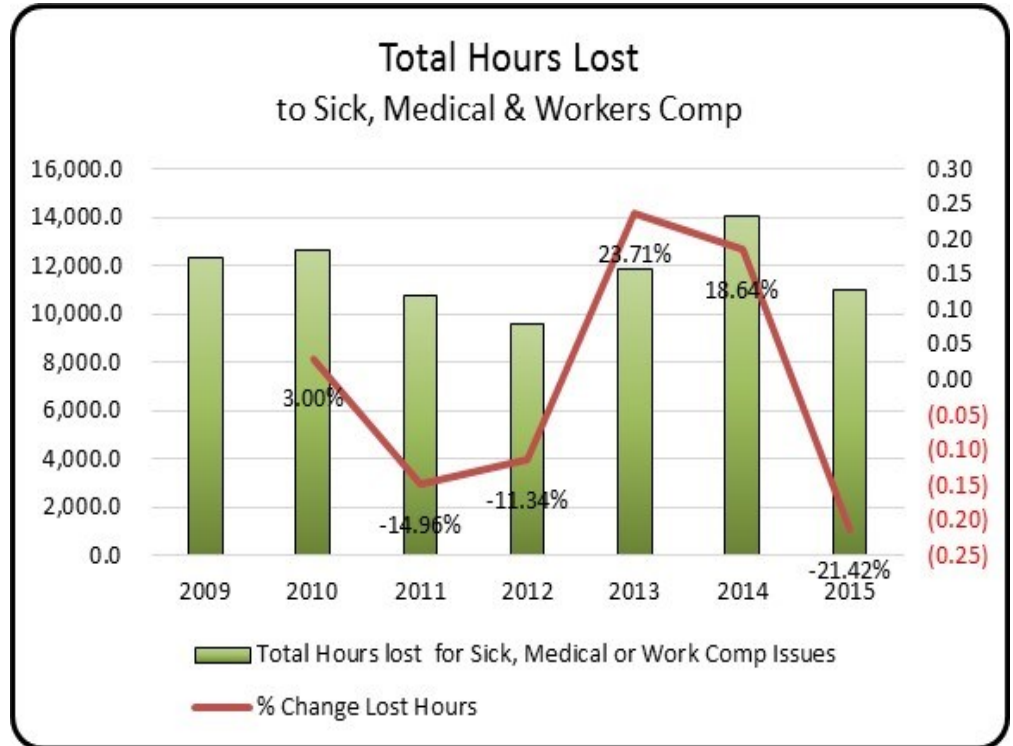
A COUNTY THAT OFFERS QUALITY SERVICES & PROGRAMS

At the County, we also strive to offer quality services and programs not only to the public and businesses as a whole, but also to our employees. We believe that focusing on our employees' wellness will ultimately allow our employees to provide better quality services and programs to the public. Without a quality workforce, our services and programs would not thrive in our community today.

Waukesha County's Wellness program is designed to provide employees and spouses with an opportunity to participate in health screenings, education, fitness and healthy habit activities which have the overall goal and long-term objective of preventing disease and lowering health care costs. The current Wellness Program has undergone major changes from the previous programs making tracking of consistent data from 2010 difficult. One major change in Wellness occurred in 2015 with the opening of the new on-site Health and Wellness Center. The County partnered with the City of Waukesha and the Waukesha School District to open this center and provide services to all employees, spouses and dependents covered by one of the County Health Insurance plans. In the first year of operations, there were a total of 5,745 visits to the center with 2,238 or 39% representing County employees. Based on customer satisfaction surveys, 99% rated the Center as Excellent/Good and Very Likely/Likely to return. In addition, out-of-pocket savings for County employees was estimated to be \$93,452.

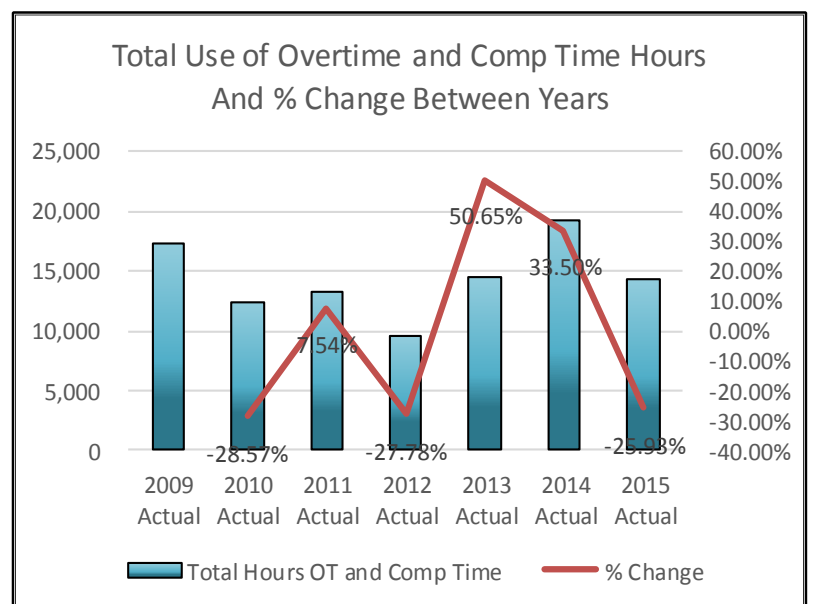
Although we do not have participation statistics specific to Public Works employees, the Wellness programs, via portals and on-line programs, now have the ability to reach far more employees than in the past. Because of this, we had hoped this would influence a reduction in the amount of totals hours off for employees (sick, medical and/or workman's comp). However, the chart to the right indicates that we have fluctuated since 2009. However, we have seen a decrease from 2014 to 2015, we just have not reached our 20% reduction from 2010 goal. There are a number of factors that could contribute to this trend, such as average age of employees, number of employees with dependents, diagnosed medical conditions, and so on.

So although we did initially see a decrease in the amount of lost hours due to sick, medical and/or worker's comp, we cannot justly say that there is a correlation between the total number of hours lost and the total amount of wellness participation that our Department sees from its employees simply because there are so many outside determining factors. However, we can suggest that an increase in employee participation can increase the individual employee's wellness overall, which leads to our overall goal of providing quality services and programs to our community.



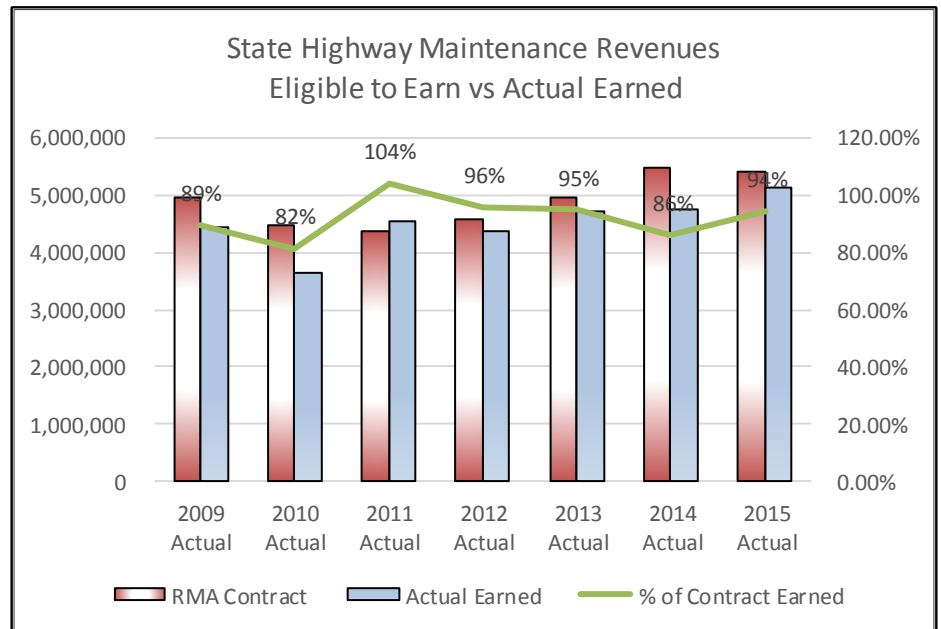
A COUNTY THAT OFFERS COST-EFFECTIVE SERVICES

Our final County outcome that has become a priority for our Department is to figure out various ways to offer cost-effective services without sacrificing the quality of the services we provide. To even begin deciding on what changes to make within our Department, we felt it necessary to review any changes in State law governing workforce rules that would allow for more flexibility and efficiency within our workforce. We continuously review these laws to assure that we are utilizing our workforce in the most efficient and effective ways.



We have started improving our efficiency by means of improving communication across our divisions. With a large portion of our employees not having access to a computer, we have improved employee connectivity by installing Citrix Boxes and computer devices in various division locations, which in turn allows for employee access to the County intranet system.

Another way we have tracked our efficiency is to use our payroll system to track the total amount of overtime and comp time hours used by employees annually, as seen in the chart to the right. It depicts the fluctuations in Overtime and Comp Time Hours used by our staff since 2009. Although we have experienced varying degrees of reduced time used, overall, we have actually increased the time used by our employees, therefore, not obtaining our goal to reduce it.



In addition to reducing the total employee Overtime and Comp Time paid out, Public Works also strives to earn 100% or more of eligible State Routine Maintenance (RMA) & Traffic Maintenance (TMA) revenues. This way we maximize the amount of revenue we are utilizing in our County. This chart indicates we have not maximized the total revenues we are eligible to earn on a consistent basis. Only in 2011 have we achieved our goal of 100% earned or better.

We also hope to become a more fiscally responsible Department by reviewing and developing fees that we charge for services to ensure that the rate is covering the full cost of the provided service. We also would like to delve further into the area of services provided by evaluating the cost effectiveness of such services versus the option of contracting out specific services, all without reducing the level of service provided by us or to us.

Beyond finding ways to save money on services, we are also looking to evaluate traditional equipment purchases we make against either leasing equipment or the option of joint use with a private sector entity or even other Departments. Leasing options would appear to be more cost-saving for seasonal equipment because of the flexibility with lease time frames; however, more research needs to be done before determining if this or the other listed options are viable options for the Department.

With all of these potential cost-saving ideas, we hope to reduce both our equipment and services costs by 10%. Implementation of these steps has yet to occur because we are awaiting further analysis of such research to be completed by our Central Fleet Division.



DEPARTMENT OF PUBLIC WORKS ENVIRONMENTAL SCANS—2014 UPDATES

CENSUS CHANGE

This update compares data received from the United States Census Bureau, Wisconsin Department of Transportation, and Waukesha County Department of Public Works. Analysis is provided in each section with conclusions at the end of the document.

POPULATION

Waukesha County holds 1% of Wisconsin's land but is home to almost 7% of the state's population. The County's population has remained relatively stable for the past several years showing only a 1% increase from 2010 to 2013 according to the United States Census Bureau.

DEMOGRAPHICS

When compared to major demographical divisions in the Badger State, Waukesha County produced percentages varying less than 1% for Veterans, most ethnic groups including mixed race households, housing units, and age groups. However, the percentage of whites living in the County was 5% higher while the percentage of blacks was 5% lower than the rest of the Wisconsin. Another interesting dichotomy exists in the age ranges of our residents. Waukesha County's under 5 population is 0.9% less than the State and the over 65 population is 0.9% more.

TRANSPORTATION

- Vehicle Miles Traveled has increased by 1% recently according to the Wisconsin Department of Transportation.
- Waukesha County residents commute an average of 2.1 miles longer for work when compared to the average Wisconsinite.
- Waukesha County Airport remains the busiest non-airline airport in Wisconsin in spite of declining traffic counts since 2009 among the general aviation (GA) community. Even though total traffic counts in 2013 declined by 14%, corporate jet traffic rose 10% over 2012's numbers and military traffic rebounded by 15%.

INCOME

- Waukesha's economy is outpacing Wisconsin's by significant margins over the past several years. Per capita income is \$9,800 higher and the median household income is \$23,000 above the State average. Only 5% of the County is below the poverty level compared to 12.5 percent state-wide.
- Scholastically, Waukesha boasts a 5.4% advantage in high school graduations and nearly 40% of our residents hold bachelor's degrees - 13% more than the state average.
- A 2012 City Data study showed 87% of County workers receive a paycheck from the private industry.

CONCLUSIONS

Demographics:

- The higher than average elderly population can put stresses on the Paratransit system.

- The pilot population is aging and there is a void of younger pilots to fill their places due in part to the expense of learning to fly and owning an aircraft combined with the increasing regulation from the Federal Government unintentionally making aviation less available and accessible to the majority of the American population. This will have a long-term negative effect on our revenue stream unless the efforts of national aviation groups are successful in turning this trend around.

Transportation:

- The steadily increasing population in Waukesha County could lead increased traffic and additional required maintenance on the roads. Current County owned road quality is slightly decreasing due to reduced funding for roadway improvement projects. However, maintenance performed on those roads is trending neutral.
- The increase in the cost of crude oil from around \$50 per barrel in 2009 to around \$110 per barrel in 2014 has had a negative impact on resident's cost of living, and necessitated changes in their choices regarding travel.
- Our world is increasingly mobile and fast paced, and business is worldwide. The need for people to travel faster and more conveniently is very positive for the future of General Aviation (GA) and our airport as long as we can market GA as a common sense and cost effective means of regular transportation.

ECONOMIC IMPACT

The economic conditions since the original environmental scan written in January 2012, continue to remain weak for Waukesha County, however have gained some strength since 2012. The unemployment rate when the environmental scan was written in 2012 was at 7.4% and is now at 6.2%. According to the US Census Bureau, Waukesha County's poverty level for 2008 – 2012 is at 5%, below the statewide average of 12.5%. Neighboring counties have the following poverty levels for the same timeframe: Milwaukee: 20.9%; Racine: 12.6%; Walworth: 12.8%; Jefferson 10.0%; Dodge: 8.3%; Washington: 5.4%; Ozaukee: 4.6%.

Equalized property value is a broad measure of the County's tax base. The Wisconsin Department of Revenue annually determines the equalized (fair market) value of all property subject to general property taxation. Equalized values are reduced by tax incremental district value increments for apportioning the County levy. In 2002-2007, higher market based inflation rates ranging from 4.2%-9% on residential properties (over 75% of total value) along with new construction were primarily responsible for greater valuation growth rates than in recent years. Beginning in 2009, deflation on residential property rates offset by new construction of less than 2% are responsible for most of the valuation decrease. Prior to 2009, the County had not experienced a tax base reduction in over 30 years. Housing sales experienced in the first half of 2013 suggests that residential deflation may be near bottom. When the 2012 environmental scan was written, the deflation rate was at -1.40%. Current statistics indicate it is at -1.14%.

The share of County tax levy that is required to fund State mandates reduces discretionary spending that is available for non-mandated essential services and programs. Estimated mandated County tax levy include court services provided by the Clerk of Court and the District Attorney. The Sheriff also provides service to the courts including process serving, warrants and bailiff services. Mandate law enforcement services includes probations/parole holds, corrections, and law enforcement service levels for patrol and detective services required by statute. The largest share of mandates are for federal/state health and human service programs administered by the County. When the 2012 environmental scan was written, the percent of levy required to fund State mandates was at 44.7%. Current statistics indicate it has increased to 45.7%.



Although some of these factors may not have a direct impact on services provided by the Department of Public Works, it is important to understand they may have an impact on other County services resulting in financial resources being shifted from Public Works to other agencies, such as Health and Human Services; Law Enforcement; and the Judicial system. Some of these factors do have a direct correlation to Public Works. Some Public Works programs are reliant on outside financial sources such as Airport and Central Fleet Maintenance, therefore in an economic downturn there may be a lower demand for service. Increasing unemployment has a direct impact on transit ridership resulting in fewer riders and loss of service due to routes not reaching benchmark standards. Some State and Federal funding is tied to this level of service, causing a potential loss of revenues. However, higher unemployment in neighboring counties may cause an increase in demand for transit services to bring employees from neighboring counties to jobs in Waukesha County. Equalized property values have decreased in recent years resulting in a lower tax base for the county. This coupled with the political desire to keep the tax levy stable or minimally increasing can result in levy increases that may be below an inflationary cost-to-continue rate for services. When this environmental scan was written in 2012, the Department of Public Works had seen benefits from the weak economy by receiving very favorable bids for projects due to a more competitive bidding climate. This favorable bidding climate is not as apparent in 2014.

LEGISLATION & REGULATORY IMPACT

The outlook for future transportation funding for Waukesha County is poor. The State of Wisconsin and the federal government currently rely heavily on the gas tax as a major source of revenue. Gas consumption is declining due to people driving more fuel-efficient vehicles and people driving alternately powered vehicles.

The State of Wisconsin has a significant transportation funding shortfall; \$6 billion over the next 10 years just to preserve existing service according to the Wisconsin Transportation Finance & Policy Commission. That funding shortfall becomes even larger if federal funding declines and there is reason for concern. Federal Highway Trust Fund revenues are insufficient to cover program expenditures, which has necessitated \$56 billion in transfers from the general fund since 2008. Wisconsin currently relies on federal funding to provide 25-30 percent of the State's transportation budget.

The federal funding outlook is further complicated by a change in funding formula. The Southeastern Wisconsin Planning Commission (SEWPC) Transportation Improvement Committee determines which local government projects receive funding in Southeastern Wisconsin. The Federal government has required this committee to place a higher emphasis on pavement ratings. This has resulted in a shift of funds from communities like Waukesha County that have maintained their pavement conditions to communities that have not maintained their pavement rating to that same level.



The Wisconsin County Highway Association is working diligently with the Wisconsin Department of Transportation to implement Performance Based Maintenance, which will significantly change the way counties will receive funding for maintaining the State's highways. A pilot program will be implemented in the second half of 2014 and expanded in 2015. A bright spot in the funding outlook is the fact that the last state budget included a significant (\$52 million) increase in funding for State highway maintenance in FY14.

Local taxpayers continually desire to maintain low property taxes, which makes making up for State and Federal cuts in transportation extremely difficult.

Recent workforce rule changes made possible by Act 10, do afford the County some efficiency tools, such as workforce schedule changes and wage changes.

HUMAN RESOURCES

The Human Resource Environmental Scan remains relatively consistent for 2013-2014. Minor changes have changes have occurred in the total Waukesha County Workforce Profile, listed below. The Human Recourse Issues & Opportunities section has been updated for 2014, also listed below.

In reviewing Environmental scans from all divisions, it is clear that there is a real concern for succession planning in our department. Our department needs to set in its strategic plan a methodology to develop, implement and manage a succession plan. The most important reason for developing a plan is that we rely on staff to carry out our statement of purpose, provide services and meet our organization's goals. We must consider what would happen to services if key staff members were to leave. In Waukesha County we have an aging work force in key management positions, averaging 56 years of age, and with the pending retirement of the baby boomers, will have an impact on our work force. Also, there may be direct correlation between an aging workforce, injuries on the job and rapidly increasing workman's compensation expenses. In either case, the situation remains constant and our workforce succession plan needs to be addressed.

ISSUES & OPPORTUNITIES

HUMAN RESOURCE EFFORTS	STATUS
Transition employees from represented to non-represented status.	COMPLETE
Policy & Procedure modifications.	ONGOING
Compensation systems.	ONGOING
Pay for Performance.	PILOT PROGRAM IN EFFECT
Succession Plans.	ONGOING
Communication Systems.	ONGOING
Diversity Training.	ONGOING
Contracted services/consolidation.	ONGOING



PERFORMANCE MEASURES & COMPETITIVE BENCHMARKS

Tasked with finding Department of Public Works specific to Highway, Fleet, and Engineering performance measures and benchmarks, I came up with the following:

Posting to a message board on the APWA website called InfoNow, I received several responses within an hour of the posting. They included responses from Clark Co. Washington, Minneapolis, Barrie County Ontario, Austin TX, and Pierce County Washington. These came to me in several forms, web pages, pdf files as portions of reports and PowerPoint presentations.

These performance measure and benchmarks all have different formats and measures, but are from similar sized organizations from the northern tier of states and Canada.

Now that our strategic objectives are better defined, the Department should now make a determination on which performance measures we should use to gauge ourselves against other similar sized agencies. I have posted the information that I obtained at:

LINK?

Included in the directory is a one page article by Cartegraph about "Best Practices: Performance Measurement in Public Works.

REVENUES & EXPENSES

EXPENSES

Pay and benefit costs continue to be our major expense drivers. Health insurance cost increase at a significantly greater rate than other labor costs. Recent legislative changes regarding collective bargaining are emerging as a savings to operational costs. Our aging workforce has revealed a rapidly increasing rate of workmen's compensation claims due to past injuries which are now manifesting themselves as claims today. The future cost of these claims is still unpredictable. Operational budgets are unable to keep pace with fluctuating energy costs, diesel fuel, electricity, gas and material costs such as parts, salt, asphalt, and construction materials. Even as new buildings come on line our older buildings are placing a greater burden on operating expenses. Act 10 has reduced employee benefit costs by placing the employee portion of WRS onto the employee rather than as a benefit. The other effect of ACT 10 has been to reduce the impact of collective bargaining which allows us to be more flexible with employee work rules such as overtime and 4 days weeks.



REVENUES

Traditional revenue streams have been flat and/or declining over the past 2 to 3 years. Lower or flat levels of Federal Funding (FTA and FHWA), and tax levies/revenue have resulted from the economic downturn and are reflective of taxpayer expectations. State expenditures on Highway maintenance (revenue to the county) have risen recently although the long term trend in RMA's is unknown. Act 10 has brought about a reduction in GTA revenue from the State of Wisconsin. As Waukesha County is one of the largest receivers of GTA revenue it has had a major impact to our operating budgets. As such, the Department should ensure that existing revenue sources are utilized to the maximum extent possible. Secondly, we should research and take advantage of programs which support operational expenses, such as Focus on Energy grant funding. Finally, the Department should explore and capitalize on new emerging or alternative revenue streams, many of which have resulted from the needs of other agencies to find more efficient methods of delivering services. For example, road signing, paint striping, vehicle repair maintenance, hanger rentals, and paving programs. The key to effectively capturing alternative revenue streams is a full understanding of staff capability and excess capacity.



DEPARTMENT OF PUBLIC WORKS ENVIRONMENTAL SCANS—2015 UPDATES

CENSUS CHANGE

This updated census information compares data received from the United States Census Bureau, Wisconsin Department of Transportation, and Waukesha County Department of Public Works. Analysis is provided in each section with conclusions at the end of the section.

POPULATION

Waukesha County holds 1% of Wisconsin's land, but is home to almost 7% of the State's population. The County's population has remained relatively stable for the past several years, showing only a 1% increase from 2010 to 2013 according to the United States Census Bureau.

DEMOGRAPHICS

When compare to major demographic division in the Badger State, Waukesha County produced percentages varying less than 1% for Veterans, most ethnic groups including mixed race households, housing units, and age groups. However, the percentage of whites living in the County was 5% higher, while the percentage of blacks was 5% lower than the rest of Wisconsin. Another interesting dichotomy exists in the age ranges of our residents. Waukesha County's under 5 population is 0.9% less than the State and the over 65 population is 0.9% more.

TRANSPORTATION

- Vehicle Miles Traveled has increase by 1% recently according to the Wisconsin Department of Transportation. Locally, traffic studies show traffic volumes have held steady over the last three years.
- Waukesha County residents commute on average 2.1 miles longer for work than compared to the average Wisconsinite.
- Waukesha County Airport remains the busiest non-airline airport in Wisconsin in spite of declining traffic counts since 2009 among the general aviation (GA) community. Even though total traffic counts in 2013 declined by 14%, corporate jet traffic rose 10% over 2012's numbers and military traffic rebounded by 15%.

INCOME

- Waukesha's economy is outpacing Wisconsin's by significant margins over the past several years. Per capita income is \$9,800 higher and the median household income is \$23,000 above the State average. Only 5% of the County is below the poverty level compare to the 12.5% state-wide.
- Scholastically, Waukesha boasts 5.4% advantage in high school graduations and nearly 40% of our residents hold bachelor's degrees, which is 14% more than the state average.
- A 2012 City Data study showed 87% of County workers receive a paycheck from the private industry.

CONCLUSIONS

In regards to demographics, the higher than average elderly population has the potential to put stress on the Paratransit system. The pilot population is also aging and there is a void of younger pilots to fill their places due in part to the expense of learning to fly and owning an aircraft along with the increasing regulation from the Federal Government unintentionally making aviation less available and accessible to the majority of the American population. This will have a long-term negative effect on our revenue stream unless the efforts of national aviation groups are successful in turning the trend around.

With our general transportation, the steadily increasing population in Waukesha County could lead to increased traffic and additional required maintenance for roadways. Current County owned road quality is slightly decreasing due to reduced funding for roadway improvement projects. However, maintenance performed on those roads is trending neutral.

The increase in the cost of crude oil from around \$50 per barrel in 2009 to around \$110 per barrel in 2014 has also had a negative impact on resident's cost of living and necessitated changes in their choices regarding travel.

Our world is increasingly mobile and fast paced, and business is worldwide. The need for people to travel faster and more conveniently is very positive for the future of General Aviation (GA) and our airport. Participation in the national push to market GA as a common sense and cost effective means of regular transportation will aid growth at Crites Field.

ECONOMIC IMPACT

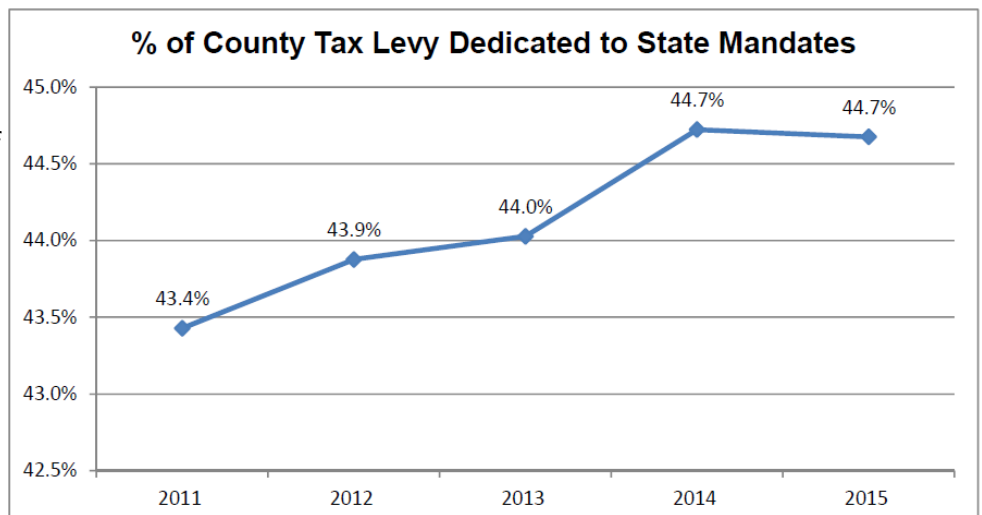
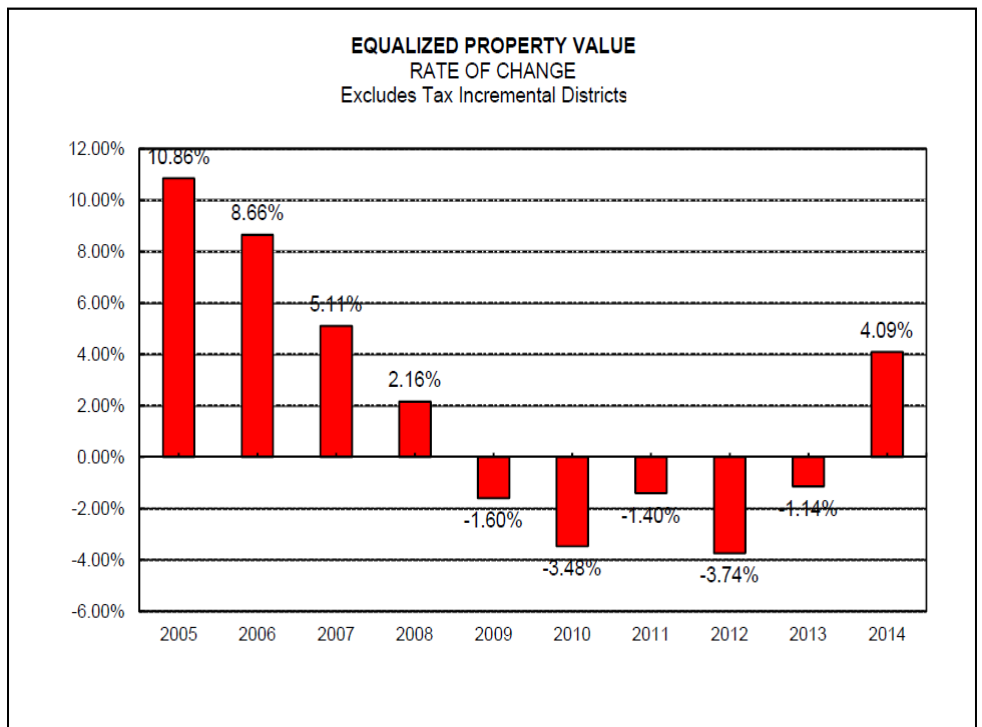
The economic conditions in Waukesha County have not regained the strength held prior to 2008. However, since the original environmental scan written in January 2012, they have remained somewhat stable, and in some areas, gained some strength since 2012. According to the Bureau of Labor Statistics, the unemployment rate when the environmental scan was written in 2012 was at 7.4%; lowered to 6.2% at the March 2014 update; and current data (as of November 2014) indicates unemployment to be 5.2%. This is slightly higher than the statewide average of 4.7%. According to the U.S. Census Bureau, Waukesha County's poverty level is at 5.9%, which is below the statewide average of 13.5%. Neighboring counties have the following poverty levels for the same timeframe:

COUNTY	POVERTY	COUNTY	POVERTY
MILWAUKEE	22.5%	RACINE	13.4%
WALWORTH	13.5%	JEFFERSON	10.2%
DODGE	9.7%	WASHINGTON	6.4%
OZAUKEE	5.6%		

All neighboring counties have seen an increase in the poverty level since the last environmental scan update in March 2014.

Equalized poverty value is a broad measure of the County's tax base. The Wisconsin Department of Revenue annually determines the equalized (fair market) value of all property subject to general property taxation. Equalized values are reduced by tax incremental district value increments for apportioning the County levy. In 2002-2007, higher market based inflation rates ranging from 4.2%-9% on residential properties (over 75% of total value) along with new construction were primarily responsible for greater valuation growth rates than in recent years. Beginning in 2009, deflation on residential property rates offset by new construction of less than 2% are responsible for most of the valuation decrease. Prior to 2009, the County had not experienced a tax base reduction in over 30 years. Housing sales experienced in 2013 suggests that residential property values have recovered in 2014. When the 2012 environmental scan was initially written, the equalized value was -1.4% compared to prior year. Current statistics indicate it is at 4.09% increase from 2013.

The share of County tax levy that is required to fund State mandates reduces discretionary spending that is available for non-mandated essential services and programs. Estimated mandated County tax levy include court services provided by the Clerk of Court and the District Attorney. The Sheriff also provides service to the courts including process serving, warrants, and bailiff services. Mandate law enforcement services includes probations/parole holds, corrections, and law enforcement service levels for patrol and detective services required by statute. The largest share of mandates are for federal/state health and human service programs administered by the County. When the 2012 environmental scan was written, the percent of levy required to fund State mandates was at 43.9% Current statistics indicate it has increased to 44.7%.





One potentially large change to the Economic Environment is the announcement that the current County Executive, Daniel Vrakas, will not be seeking re-election in April 2015. Cabinet sources indicate that next County Executive will most likely be more financially conservative than the current executive, suggesting zero increases in budget levy for the 2016-2019 budgets.

Although some of the factors discussed above may not have a direct impact on services provided by the Department of Public Works, it is important to understand that they may have an impact on other County services, which could result in financial resources being shifted from Public Works to other agencies, such as Health & Human Services; Law Enforcement; and the judicial system. Some of these factors do have a direct correlation to Public Works. Some Public Works programs are reliant on outside financial sources, such as Airport and Central Fleet Maintenance; therefore, in an economic downturn, there may be a lower demand for service. Increasing unemployment has a direct impact on transit ridership, resulting in fewer riders and loss of service due to routes not reaching benchmark standards. Some State and Federal funding is tied to this level of service, causing a potential loss of revenues. However, higher unemployment in neighboring counties may cause an increase in demand for transit services to bring employees from neighboring counties to jobs in Waukesha County. Although there was an increase of 4.09% in 2014, equalized property values are still below what they were in 2006, resulting in a lower tax base for the County. This, coupled with the political desire to keep the tax levy stable or possibly even decreasing, can result in levy increases that may be below an inflationary cost-to-continue rate for services. When this environmental scan was written in 2012, the Department of Public Works had seen benefits from the weak economy by receiving very favorable bids for projects due to a more competitive bidding climate. This favorable bidding climate has not continued into 2014.

LEGISLATION & REGULATORY IMPACT

Wisconsin's segregated transportation fund, which funds all transportation programs, is made up of federal funds, state funds, and bond proceeds.

FEDERAL FUNDING

Federal transportation programs provide approximately one quarter of Wisconsin's transportation revenue. These funds are raised primarily through the federal gas tax and are returned to each state based on formulas in six-year authorizations and in annual appropriations. The federal gas tax has not been adjusted since 1993 when it was increased to 18.4 cents per gallon. At that time, the price of gasoline was just over \$1 per gallon and the top-selling Ford Taurus averaged 23 miles to the gallon. Today, gas prices are around \$3 per gallon, the Ford Fusion Hybrid averages 38 miles per gallon, and federal gas tax is still 18.4 cents per gallon. Congress has been unable to pass a multi-year transportation bill in numerous years, which leads to great uncertainty for state and local governments. On a positive note, in 2015, the Waukesha Airport will see a significant infusion of federal dollars that will fund the majority of several safety projects and the reconstruction of runway 10/28.

STATE FUNDING

The motor fuel tax and vehicle registration fee are the primary state revenue sources for transportation. The gas tax



is Wisconsin's largest source of transportation funding, making up 52% of state transportation revenues and approximately 30% of total transportation revenues. As a result, Wisconsin's transportation funding base is one of the narrowest in the nation. Wisconsin provides very little general purpose revenue to its all-modes transportation fund to support those forms of transportation that do not contribute user fee revenues to the fund. Other states use additional revenue sources, such as significant general fund revenue, sales tax revenues, local tax options, and tolling to pay for their transportation needs. In late 2014, the Wisconsin Department of Transportation (WisDOT) submitted its recommended budget to Governor Walker. That budget included several new revenue sources that will be debated over the next year for possible inclusion in the State Budget. For the first time in many years, a proposal for new transportation revenue has not been dismissed immediately by members of the legislature. There is a feeling of optimism amongst transportation stakeholders that the next state budget will include some new transportation revenues.

The last state biennial budget included a \$52 million increase in State Highway Maintenance funds that are contracted out for work by County Highway Departments. This significant increase has resulted in approximately \$1 million in new state revenue being spent to maintain state roads in Waukesha County. An additional positive outcome of their investment is that the State taking on a bigger share of the County equipment costs, which has resulted in the Department of Public Works needing a smaller increase in levy to maintain county road service.

HUMAN RESOURCES

The Human Resources Environmental Scan remains consistent for 2015. Minor changes have occurred in the total Waukesha County Workforce Profile, as you can see listed below:

WAUKESHA COUNTY WORKFORCE PROFILE		
County Workforce	1351 Full-time & Part-time	
Gender	782 Female	569 Male
Age	47 years (average)	
Years of Service	13.5 years (average)	

WAUKESHA COUNTY MANAGEMENT PROFILE		
Gender	22 Female	42 Male
Age	55 years (average)	
Years of Service	19 years (average)	

In reviewing Environmental Scans from all divisions, it is clear that there is a real concern for succession planning in our Department. Our Department needs to set in its strategic plan a methodology to develop, implement, and manage a succession plan. The most important reason for developing a plan is that we rely on staff to carry out our statement of purpose, provide services, and meet our organization's goals. We must consider what would happen to services if key staff members were to leave. In Waukesha County, we have an aging workforce in key management positions, averaging 57 years of age, and with the pending retirement of the baby boomers, will have an impact on our workforce. In the Department of Public Works, the average age is 50 years. Also, there may be direct correlation between an aging workforce, injuries on the job, and rapidly increasing workman's compensation

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HUMAN RESOURCES ISSUES:

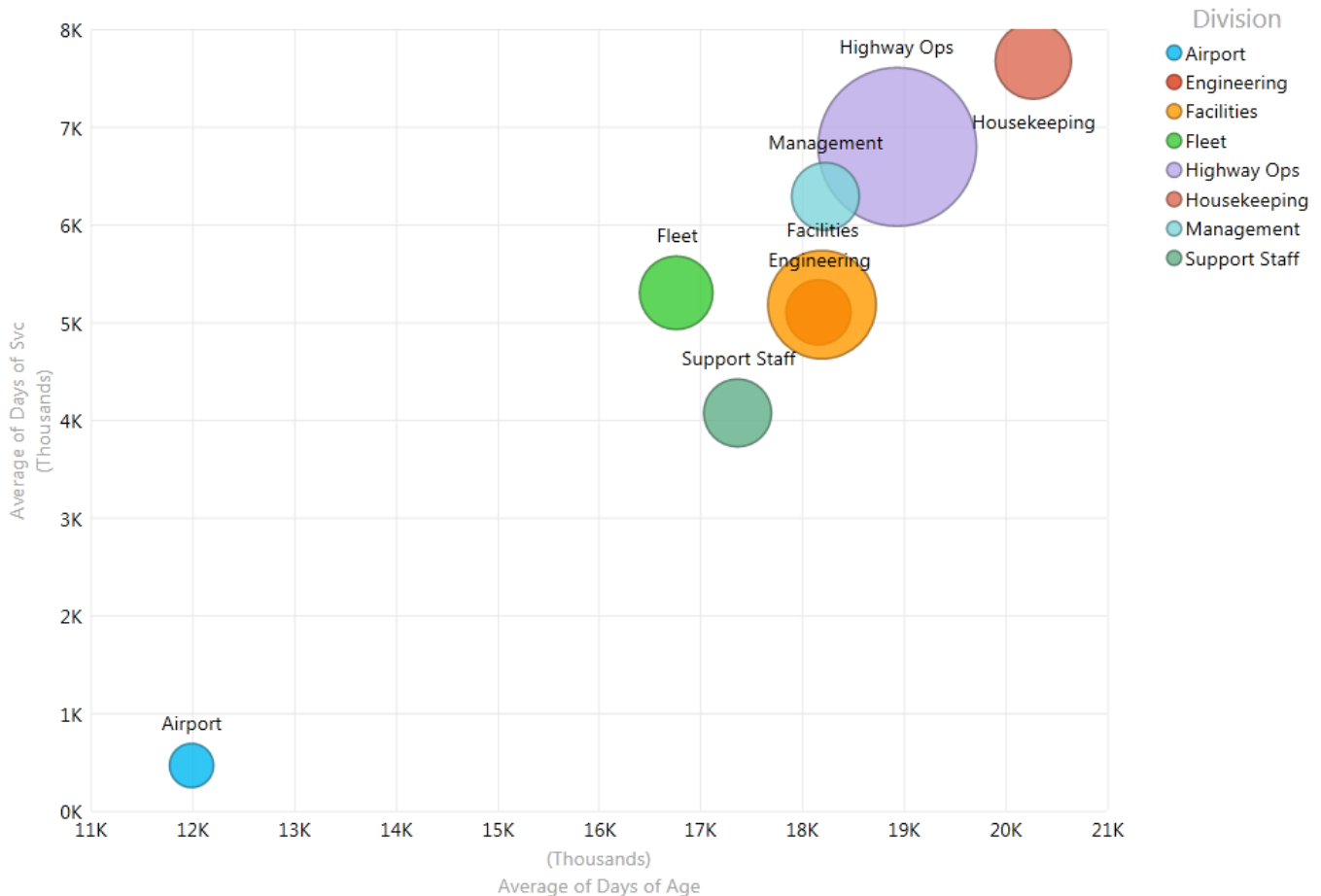
- Transition employees from represented to non-represented status
- Policy & procedures modifications
- Compensation systems
- Pay for Performance
- Succession Plans
- Communication systems
- Diversity
- Contracted services/consolidation

The chart below indicates Average Age and Average Years of Service by division, specifically for the Department of Public Works.

DEPARTMENT OF PUBLIC WORKS AVERAGE AGE & YEARS OF SERVICE BY DIVISION		
<u>DIVISION</u>	<u>AVERAGE AGE</u>	<u>AVERAGE YEARS OF SERVICE</u>
AIRPORT	32 YEARS, 10 MONTHS	1 YEAR, 3 MONTHS
ENGINEERING	49 YEARS, 9 MONTHS	13 YEARS, 11 MONTHS
FACILITIES	49 YEARS, 10 MONTHS	14 YEARS, 2 MONTHS
FLEET	45 YEARS, 11 MONTHS	14 YEARS, 6 MONTHS
HIGHWAY OPERATIONS	51 YEARS, 10 MONTHS	18 YEARS, 7 MONTHS
HOUSEKEEPING	55 YEARS, 6 MONTHS	21 YEARS, 0 MONTHS
MANAGEMENT	49 YEARS, 11 MONTHS	17 YEARS, 2 MONTHS
SUPPORT STAFF	47 YEARS, 7 MONTHS	11 YEARS, 1 MONTH
TOTAL AVERAGE:	50 YEARS, 8 MONTHS	16 YEARS, 8 MONTHS
NOTES: ALL MANAGERS & DIRECTOR ARE IN THE MANAGEMENT DIVISION. ALL DPW SUPPORT STAFF ARE IN THE SUPPORT STAFF DIVISION		

The chart below graphically displays current age and years of service for all of the Department of Public Works Division staff.

Average of Days of Age, Average of Days of Svc, and Count of Division by Division



PERFORMANCE MEASURES & COMPETITIVE BENCHMARKS

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CENSUS CHANGE

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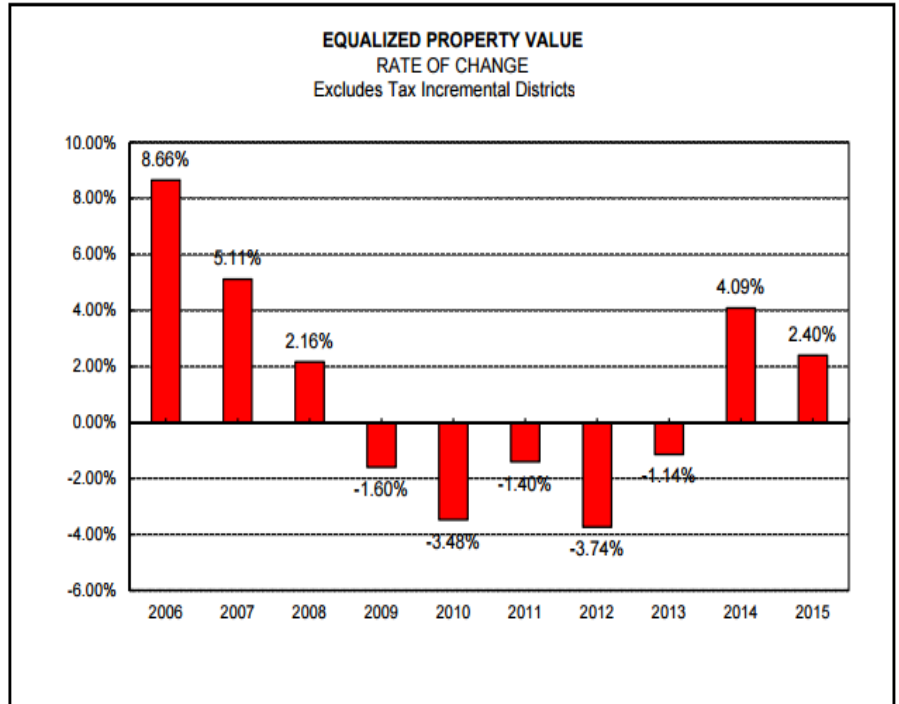
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The economic conditions in Waukesha County have not regained the strength held prior to 2008. However, since the original environmental scan written in January 2012, they have remained somewhat stable, and in some areas, gained some strength since 2012. According to the Bureau of Labor Statistics, the unemployment rate when the environmental scan was written in 2012 was at 7.4%; lowered to 6.2% at the March 2014 update; as of May 2016, Waukesha County unemployment rate is lower again at 4.2%. This is the same level as the statewide average of 4.2%. According to the US Census Bureau, Waukesha County's poverty level is at 4.9%, lower than the last Environmental Scan update in January 2015 (5.9%) and below the statewide average of 13.2%. Neighboring counties have the following poverty levels for the same timeframe:

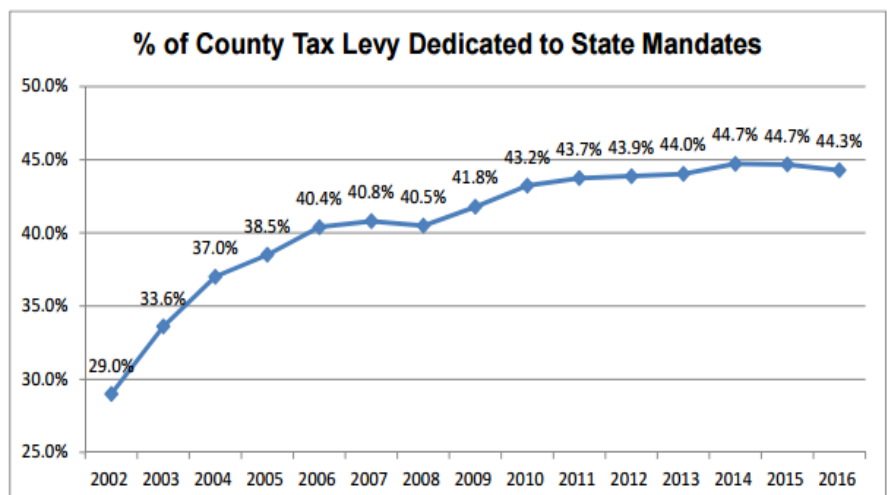
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All neighboring counties have seen an increase in the poverty level since the last environmental scan update in March 2015.

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The share of County tax levy that is required to fund State mandates reduces discretionary spending that is available for non-mandated essential services and programs. Estimated mandated County tax levy include court services provided by the Clerk of Court and the District Attorney. The Sheriff also provides service to the courts including process serving, warrants, and bailiff services. Mandate law enforcement services includes probations/parole holds, corrections,





and law enforcement service levels for patrol and detective services required by statute. The largest share of mandates is for federal/state health and human service programs administered by the County. When the 2012 environmental scan was written, the percent of levy required to fund State mandates was at 43.9%. Current statistics indicate it has increased to 44.3%, a slight decrease from the preceding two years (44.7%).

In the last environmental scan update in early 2015, the former County Executive had announced that he would not seek re-election in April 2015. Predictions by the cabinet indicated that the incoming County Executive would be more financially conservative, which suggested zero increases in budget levy for the 2016-2019 budgets. This prediction has materialized as the Department of Public Works has prepared a 2017 Operating Budget with a zero tax levy increase.

Although some of the factors discussed above may not have a direct impact on services provided by the Department of Public Works, it is important to understand that they may have an impact on other County services, which could result in financial resources being shifted from Public Works to other agencies, such as Health & Human Services; Law Enforcement; and the judicial system. Some of these factors have a direct correlation to Public Works programs that are reliant on outside financial sources (Airport, Central Fleet Maintenance); therefore, in an economic downturn, there may be a lower demand for service. Increasing unemployment has a direct impact on transit ridership, resulting in fewer riders and loss of service due to routes not reaching benchmark standards. Some State and Federal funding is tied to this level of service, causing a potential loss of revenues.

However, higher unemployment in neighboring counties may cause an increase in demand for transit services to bring employees from neighboring counties to jobs in Waukesha County. Although there was an increase of 4.09% in 2014 and 2.40% in 2015, equalized property values are still below what they were in 2007, resulting in a lower tax base for the County. This, coupled with the political desire to keep the tax levy stable or possibly even decreasing, can result in levy increases that may be below an inflationary cost-to-continue rate for services. When this environmental scan was written in 2012, the Department of Public Works had seen benefits from the weak economy by receiving very favorable bids for projects due to a more competitive bidding climate. This favorable bidding climate has not continued into 2016.

LEGISLATION & REGULATORY IMPACT

Wisconsin's segregated transportation fund, which funds all transportation programs, is made up of federal funds, state funds, and bond proceeds.

FEDERAL FUNDING

Federal transportation programs provide approximately one quarter of Wisconsin's transportation revenue. These funds are raised primarily through the federal gas tax and are returned to each state based on formulas in six-year authorizations and in annual appropriations. The federal gas tax has not been adjusted since 1993 when it was increased to 18.4 cents per gallon. At that time, the price of gasoline was just over \$1 per gallon and the top-selling Ford Taurus averaged 23 miles to the gallon. Today, gas prices are around \$3 per gallon, the Ford Fusion Hybrid averages 38 miles per gallon, and federal gas tax is still 18.4 cents per gallon. Congress has been unable to pass a



multi-year transportation bill in numerous years, which leads to great uncertainty for state and local governments. On a positive note, in 2015, the Waukesha Airport will see a significant infusion of federal dollars that will fund the majority of several safety projects and the reconstruction of runway 10/28.

STATE FUNDING

The motor fuel tax and vehicle registration fee are the primary state revenue sources for transportation. The gas tax is Wisconsin's largest source of transportation funding, making up 52% of state transportation revenues and approximately 30% of total transportation revenues. As a result, Wisconsin's transportation funding base is one of the narrowest in the nation. Wisconsin provides very little general purpose revenue to its all-modes transportation fund to support those forms of transportation that do not contribute user fee revenues to the fund. Other states use additional revenue sources, such as significant general fund revenue, sales tax revenues, local tax options, and tolling to pay for their transportation needs. In late 2014, the Wisconsin Department of Transportation (WisDOT) submitted its recommended budget to Governor Walker. That budget included several new revenue sources that will be debated over the next year for possible inclusion in the State Budget. For the first time in many years, a proposal for new transportation revenue has not been dismissed immediately by members of the legislature. There is a feeling of optimism amongst transportation stakeholders that the next state budget will include some new transportation revenues.

The last state biennial budget included a \$52 million increase in State Highway Maintenance funds that are contracted out for work by County Highway Departments. This significant increase has resulted in approximately \$1 million in new state revenue being spent to maintain state roads in Waukesha County. An additional positive outcome of their investment is that the State taking on a bigger share of the County equipment costs, which has resulted in the Department of Public Works needing a smaller increase in levy to maintain county road service.

HUMAN RESOURCES

The Human Resources Environmental Scan remains consistent for 2016. Minor changes have occurred in the total

WAUKESHA COUNTY WORKFORCE PROFILE

County Workforce	1,258 Full-time & Part-time	
Gender	719 Female	539 Male
Age	46 years (average)	
Years of Service	12.5 years (average)	

WAUKESHA COUNTY MANAGEMENT PROFILE

Gender	28 Female	37 Male
Age	53 years (average)	
Years of Service	17 years (average)	

Waukesha County Workforce Profile, as you can see listed below:



In reviewing Environmental Scans from all divisions, it is clear that there is a real concern for succession planning in our Department. Our Department needs to set in its strategic plan a methodology to develop, implement, and manage a succession plan. The most important reason for developing a plan is that we rely on staff to carry out our statement of purpose, provide services, and meet our organization's goals. We must consider what would happen to services if key staff members were to leave. In Waukesha County, we have an aging workforce in key management positions, averaging 57 years of age, and with the pending retirement of the baby boomers, will have an impact on our workforce. In the Department of Public Works, the average age is 50 years. Also, there may be direct correlation between an aging workforce, injuries on the job, and rapidly increasing workman's compensation expenses. In either case, the situation remains constant and our workforce succession plan needs to be addressed.

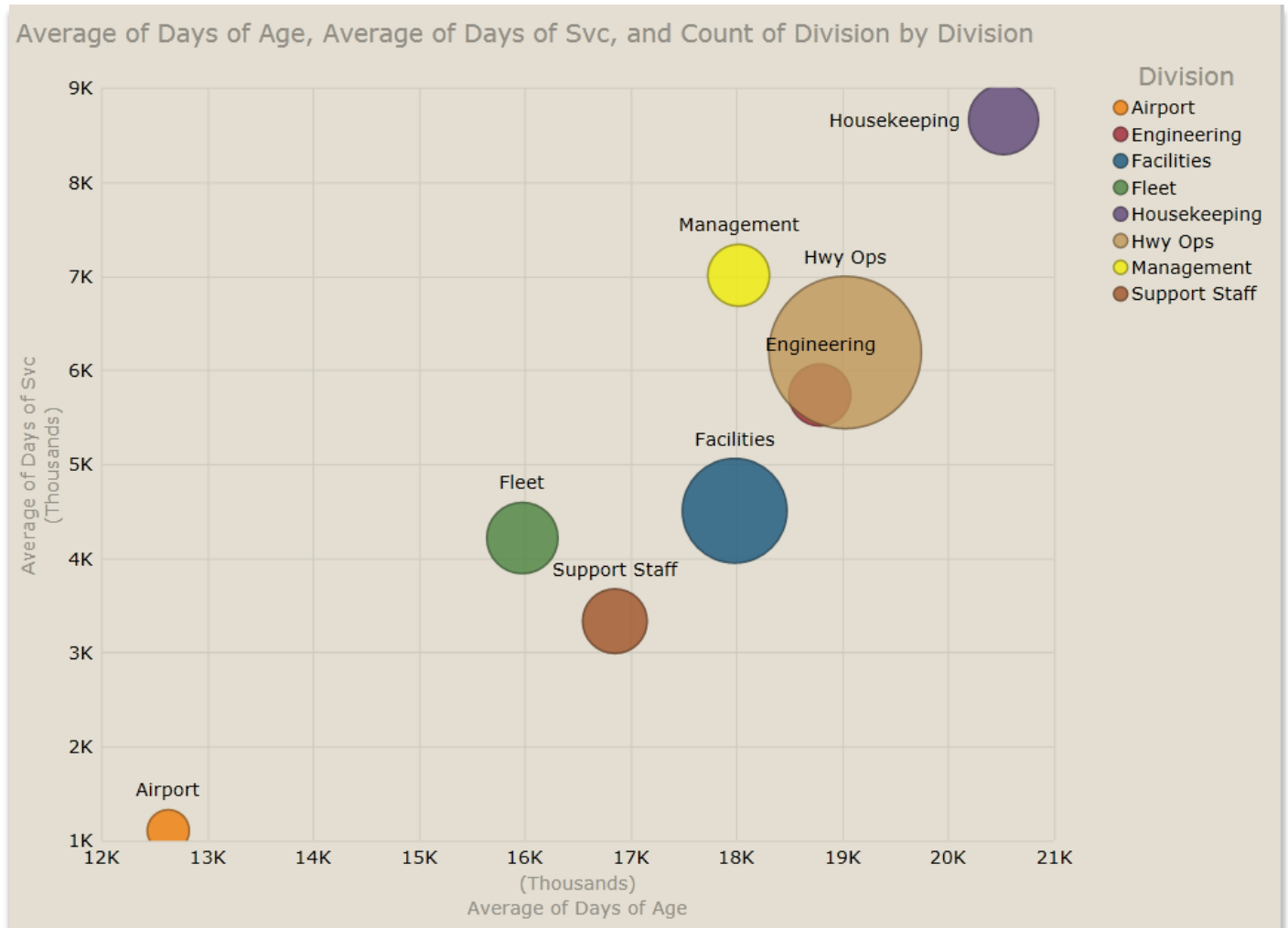
HUMAN RESOURCES ISSUES:

- Succession Plans
- Policy & procedures modifications
- Compensation systems
- Pay for Performance
- Communication systems
- Diversity
- Contracted services/consolidation
- Transition employees from represented to non-represented status

The chart below indicates Average Age and Average Years of Service by division, specifically for the Department of Public Works.

DEPARTMENT OF PUBLIC WORKS		
AVERAGE AGE & YEARS OF SERVICE BY DIVISION		
<u>DIVISION</u>	<u>AVERAGE AGE</u>	<u>AVERAGE YEARS OF SERVICE</u>
AIRPORT	33 Years, 9 Months	2 Years, 3 Months
ENGINEERING	51 Years, 5 Months	15 Years, 8 Months
FACILITIES	48 Years, 7 Months	11 Years, 12 Months
FLEET	44 Years, 5 Months	12 Years, 1 Months
HIGHWAY OPERATIONS	56 Years, 2 Months	23 Years, 8 Months
HOUSEKEEPING	49 Years, 4 Months	19 Years, 2 Months
MANAGEMENT	43 Years, 6 Months	8 Years, 7 Months
SUPPORT STAFF	52 Years, 4 Months	16 Years, 10 Months
TOTAL AVERAGE:	50 Years, 6 Months	15 Years, 6 Months
NOTES: ALL MANAGERS & DIRECTOR ARE IN THE MANAGEMENT DIVISION. ALL DPW SUPPORT STAFF ARE IN THE SUPPORT STAFF DIVISION		

The chart below displays current age and years of service for all of the Department of Public Works Division staff.



PERFORMANCE MEASURES & COMPETITIVE BENCHMARKS

Tasked with finding Department of Public Works specific to Highway, Fleet and Engineering performance measures and benchmarks, I came up with the following:

Posting to a message board on the APWA website called InfoNow, I received several responses within an hour of the posting. They included responses from Clark Co. Washington, Minneapolis, Barrie County Ontario, Austin TX, and Pierce County Washington. These came to me in several forms, web pages, pdf files as portions of reports and PowerPoint presentations. These performance measure and benchmarks all have different formats and measures, but are from similar sized organizations from the northern tier of states and Canada.



Once we further define our strategic objectives and initiatives, our Department should be better suited to make the determination on which performance measures are important for us to gauge ourselves against other similar sized agencies. I have posted the information that I obtained at:

Included in the directory is a one-page article by Cartegraph about "Best Practices: Performance Measurement in Public Works which I found interesting.

REVENUES & EXPENSES

REVENUES

Traditional revenue streams have been flat and/or declining when adjusted for inflation over the past two to three years. Lower or flat levels of General Transportation Aides, Routine Maintenance Agreements, Federal Funding (FTA and FHWA), and tax levies/revenue have resulted from slow growth and are reflective of taxpayer expectations. State expenditures on Highway maintenance (revenue to the county) have risen recently and are expected to stay at current levels in the foreseeable future, although the long term trend in RMA's is unknown. [Act 10](#) brought about a reduction in GTA revenue from the State of Wisconsin. As Waukesha County is one of the largest receivers of GTA revenue, it has had a major impact to our operating budgets. As such, the Department should ensure that existing revenue sources are utilized to the maximum extent possible. Secondly, we should research and take advantage of programs that support operational and capital expenses, such as Focus on Energy grant funding and Federal highway monies to reimburse labor costs for highway design services and pay for highway construction projects. Finally, the Department should explore and capitalize on new emerging or alternative revenue streams, many of which have resulted from the needs of other agencies to find more efficient methods of delivering services. So far the Department has benefited from revenues generated from WisDOT's recent Performance Maintenance Program and design work performed for other municipalities. Other examples might include road signing, paint striping, vehicle repair maintenance, hanger rentals, and paving programs. The key to effectively capturing alternative revenue streams is a full understanding of staff capability and excess capacity.

EXPENSES

Pay and benefit costs continue to be our major expense drivers. Health insurance cost increase at a significantly greater rate than other labor costs. Recent legislative changes regarding collective bargaining are emerging as a savings to operational costs. Our aging workforce has revealed a continued increase in the rate of workmen's compensation claims due to past injuries that are now manifesting themselves as claims today. The future cost of these claims is still unpredictable. Operational budgets are challenged by fluctuating energy costs, diesel fuel, electricity, gas and material costs such as parts, salt, asphalt, and construction materials. Even as new buildings come on line, our older buildings are placing a greater burden on operating expenses. The past several winters have led to significant, sustained increase in the price of salt. Asphalt prices have increased at an average rate of 11% in recent years. Some savings have resulted from recent decreases to the price of fuel, but future savings cannot be predicted. Act 10 has reduced employee benefit costs by placing the employee portion of WRS onto the employee rather than as a benefit. The other effect of Act 10 has been to reduce the impact of collective bargaining, which allows us to be more flexible with employee work rules, such as overtime and four-day weeks.